

**R4**

# **USAID/TANZANIA**

Results Review and  
Resource Request (R4)

3 April 2000

***Please Note:***

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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## Cover Memo

To: DAA/AFR Keith E. Brown

From: Lucretia Taylor, Director  
USAID/Tanzania

Subject: R4 2002-USAID/Tanzania

Enclosed is the FY 2002 R4 (Results Reporting and Resource Request) for USAID/Tanzania that describes the progress made in our program during CY 1999 and outlines our resource requirements for FYs 2000, 2001 and 2002. We appreciate USAID/W's continued efforts to streamline the process and found that -- on balance -- the new template facilitated our work. The R4 process continues to be quite useful as an internal management tool to evaluate progress and indicate areas for adjustment.

"Private-public partnership" has evolved as a crosscutting theme of our program over the past year. It is the focus of our Democratic Governance Objective whose activities have been designed to encompass support to other SOs in pursuit of this partnership. Notable success has been achieved in our Health and NRM programs where our partners, both governmental and non-governmental have embraced this approach.

Over the past year it became apparent that the re-engineering which we undertook in 1996 resulted in a structure that was too flat, especially in light of our inability to fill key USDH vacancies in a timely manner. In conjunction with our team building exercise we adjusted the program and the management structure to improve oversight and provide critical mass to our SO teams.

The five Strategic Objective teams have been pared to four, with the rural roads program becoming part of the Private Sector SO for which a new strategic framework is being prepared. A new office of Strategic Planning and Program Support was created to provide program and project support across the portfolio. The office of the Assistant Director manages the special objective and oversees three of the SO teams. The Democratic Governance SO has been placed in the office of Strategic Planning and Program Support where it can pursue specific DG initiatives plus support the activities of other SOs in this area. Its PMP has changed to reflect the cross cutting approach that is the core of the program.

On the program side, the environment program has been revised to reflect progress in the sector and to focus on the application of conservation practices in selected areas rather than foundation-laying. The revised results framework is under review in Washington. As reflected in this R4, the Health and Rural Roads Objectives largely exceeded targets while results in environment and the private sector were solidly on track. The Democracy and Governance Objective also moved forward, albeit more slowly than expected.

USAID/Tanzania was an active participant in preparation of the MPP and our program retains its strategic importance within the in the U.S. foreign policy framework.

The following paragraphs summarise the specific issues that require action from USAID/Washington:

### **Staff Shortages:**

The mission has experienced severe staff shortages over the past year resulting in problems of oversight and accountability. Two visits by the Inspector General (IG) investigating FSN fraud and misconduct of one USDH dampened staff morale. Inadequate contracting help, consistent but sparse legal help, and prolonged USDH staff vacancies hampered performance of the USAID/Tanzania program. Due to extraordinary, but unsustainable staff effort, coupled with excellent partner support and strong co-ordination with other donors enabled USAID/Tanzania to register significant accomplishments in four of five strategic objectives. However, the staff has reached the breaking point and these problems – which are beyond the control of the Mission – must be addressed if the program is to remain on course.

**Lack of adequate contracting** assistance has delayed implementation to the point that we risk losing credibility with our partners. The lack of contract support is a major vulnerability for USAID/T and has led to unacceptable delays and large pipelines. Key contracting actions are suspended for months at a time; the delayed implementation of the politically sensitive bombing supplemental is but one example. We request **USAID/W help in solving this bottleneck – either by providing additional contract staff to REDSO or reinstating the sharing arrangement with USAID/Madagascar. We also request timely assignment of the USDH DG and private sector officers currently under recruitment.**

### **Operating Expenses.**

- Trust Funds: Based on mission analysis, trust funds used since 1996 to pay FSN salaries will be exhausted by the end of FY 2002. In 2003 **USAID/Tanzania will require an additional \$1 million in OE to cover the cost of FSN salaries. This will be the single most important issue in the FY 2003 R4.**
- OE Requirements for FY 2000: The OE level for this year has been cut by \$200,000. Given the need for TDY controller assistance, TDY contract officer assistance, and a TCN Assistant controller, USAID/T requests **that this \$200,000 be restored to meet these urgent requirements.**
- Capital Investment Fund Request: USAID owns six residential properties in Dar es Salaam that must be upgraded periodically to ensure the safety of USAID employees and maintain the value of the properties. The Mission requests **an additional \$130,000 and \$80,000 for FY 2001 and FY 2002, respectively, for renovations to USG-owned residential properties.**
- ICASS: USAID/T has budgeted a 10 percent annual increase in ICASS, not for USAID's costs, but to cover the required 40 percent in redistribution costs for all agencies at Post. It is

ironic that while USAID staff is decreasing, Embassy staff and ICASS costs are increasing and USAID must pay for the increase through ICASS redistribution. Furthermore, ICASS budgeting and allocation decisions are not transparent. ICASS does not provide cost savings to USAID and if transparency cannot be improved allowing the Mission to have a voice in the process, we would prefer to withdraw from the program. We request **USAID/W assistance in forcing greater transparency and acceptance of USAID participation in ICASS decisions or failing that, support to withdraw from the program.**

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## **OVERVIEW**

The most significant national event of 1999 was the death of Julius Nyerere, the first President of Tanzania. Many Tanzanians and expatriates attribute Tanzania's long-standing stability to Nyerere's message of tolerance coupled with his personal integrity. The contours of a post-Nyerere Tanzania are emerging with the full range of both positive and negative potentialities.

A second major event was the achievement of macro-economic stability. The likely result will be approval in 2000 of a HIPC (Heavily Indebted Poor Country) program that will reduce one of Tanzania's prime impediments to sustained growth and greatly strengthen the development environment.

### **Political:**

Refugees are pouring into Tanzania once again; a new influx from Burundi and DROC (Democratic Republic of Congo) began in November 1999. The 11 camps in western Tanzania are filling to capacity with the total refugee population at half a million and the possibility of more to come. This puts a burden on already stretched government finances, and creates tension among inhabitants of the region. Currently, there is a gap in the food pipeline, which has resulted in reduced rations for refugees. Seasonal heavy rains are expected in the west between March and June and potential flooding conditions could make provision of adequate relief supplies difficult, posing increased health hazards for refugees.

The second national multiparty election in Tanzania will be held in October 2000. There are serious concerns being expressed about the lack of a level playing field for all parties, particularly in Zanzibar. Emotions are running high and there are fears of serious political unrest in the months preceding, as well as during, the elections. In addition, the run up to the election puts pressure on the GOT to soften stringent fiscal policies.

The national population census scheduled for 2000 will be key to establishing a data base line for upcoming poverty reduction programs under the HIPC program. Though there is high-level commitment, the GOT does not currently have the resources necessary to conduct the census without major external support.

### **FISCAL:**

Fiscal consolidation, supported by tight monetary policies, has resulted in major progress toward achieving Tanzania's stabilisation objectives over the past year. The fiscal deficit has been reduced; GDP grew at about 4.5 percent during 1999 and is projected to reach 6.0 per cent by 2002; and inflation rates declined from 12 percent in 1998 to seven percent at the end of 1999.

Foreign Direct Investment increased, mainly in mining and tourism; and while there has been growth in the manufacturing sector and in micro and small enterprises (SMEs) much remains to be done to provide a robust investment environment.

GOT revenues were down during 1999. This was due in part to the fact that tax reforms had just begun and the tax base remains extremely narrow. Budget shortfalls are squeezing public

financing across Ministries. This is of particular concern in the governance areas of legal reform and anti-corruption activities and may also delay the population census that has been postponed twice in the past due to lack of resources.

*Debt:* Tanzania's external debt was approximately \$6.4 billion in June 1999, of which about \$20 million is owed to the U.S. HIPC relief will reduce the debt burden and generate some additional resources for poverty reduction. Tanzania is also expected to benefit from interim relief after the “decision point” of about \$60 million per year while stock reductions after the “completion point” should result in savings of about \$100 million/year. Health, including HIV/AIDS has been identified as a priority sector for Tanzania’s Poverty Reduction strategy, which should enhance the potential for success of USAID’s program.

## **FACTORS AFFECTING PERFORMANCE**

Inadequate contracting help, consistent but sparse legal help, and prolonged USDH staff vacancies hampered performance of the USAID/Tanzania program. In addition staff morale was affected by heightened security measures. Nevertheless, extraordinary, but unsustainable staff effort, coupled with excellent partner support and strong co-ordination with other donors enabled USAID/Tanzania to register significant accomplishments in four out of five strategic objectives-- health, environment, private sector, and roads – while managing to keep the DG portfolio moving forward.

*Partnership Commitment:* The well-established tradition of ongoing dialogue with public and private sector partners during planning and implementation stages has resulted in broad ownership of, and support for, the USAID program. A strategic alliance is being forged with public and private sector actors across the portfolio to improve governance and ensure sustainability of achievements. The re-energized Democracy and Governance objective directly promotes this alliance. As an example, the February health portfolio review – attended by a large number of NGOs, government officials, other donors, and private sector representatives -- was described by participants as a model of “partnership”.

*Donor Collaboration:* Excellent donor collaboration enables the mission to synchronize its program with those of other donors in a way that allows USG funds to have a broader impact throughout the country. While the level of U.S. assistance is relatively modest, USAID's contributions to key sectors and our leadership role in dialogue and strategic analyses are highly valued by Tanzanians. For example, USAID chairs the DAC sub-group on the private sector and through communication and collaboration is able to target limited USG resources into extremely productive areas, such as improved tax policy and fee-based training.

*Program Integration and Synergy among Objectives:* Two inter-related themes run through the entire portfolio: 1) improved governance and 2) enhanced collaboration between the public and non-governmental sectors to improve the well being of Tanzanians. Synergies are being achieved through the efforts of all of the SO teams to increase the capacity of civil society organizations (CSOs) to interface effectively with government to improve governance and services. Explicit linkages have been developed between the health and democratic governance programs where, for example, HIV/AIDS is also treated as a human rights issue. Identifying the clear synergy between private sector and rural roads objectives, the mission consolidated the two



into one Strategic Objective. Management of the Democracy and Governance Objective has been reconfigured to ensure identification of programs that target these synergies

Severe staff shortages continued in all but the health sector. In addition, essential staff resources were diverted from other programs to obligate and design the Mission's \$9.2 M Special Objective, "Suffering of Bomb Victims Reduced and Future Disaster Preparedness Enhanced." By dint of extraordinary staff efforts, USAID/T made good progress on its strategic programming. The NRM strategic framework was revised and submitted for Washington approval in February. The Democracy and Governance objective is back on track with a revised PMP, and the revised Private Sector Strategic Framework will be submitted for Washington approval in FY 2000.

### **Significant Program Achievements:**

*Health (SO1):* Collaboration between public and private sectors in provision of health services is increasing. USAID assistance to strengthen capacity in the Ministry of Health's Reproductive and Child Health Section (RHCS) has resulted in solid increases in the use of contraceptives and HIV/AIDS prevention measures, exceeding expectations. *Environment (SO2):* The expanded SO2 team, which includes a large number of public and private members, approved a revised strategic framework. The SO also successfully promoted policy reforms in Wildlife and Coastal Zone Management. *Democratic Governance (SO3):* One of the most notable achievements was GOT approval of the *NGO Policy Paper*, which USAID actively championed. *Private Sector (SO4):* There is significantly increased micro and small enterprise participation in the economy and fee-based training increased significantly for women and rural entrepreneurs. *Roads (SO5):* The rural road program continues to exceed expectations in the number of roads rehabilitated by private sector firms and degree of local participation, especially among women, in maintenance.

*Presidential Initiatives:* USAID/Tanzania participates in four Presidential Initiatives: The Africa Trade and Investment Policy (ATRIP) program, the African Food Security Initiative (AFSI), the Greater Horn of Africa Initiative (GHAI), and the LIFE Initiative for HIV/AIDS. Under ATRIP, regulatory and tax policies, especially as related to increased investment in the mining sector are being investigated. AFSI supports our rural roads program that is located in districts with high production potential to stimulate increases in production and marketing of basic staples. Through GHAI, USAID/T monitors food security, cross-border trade and the growing refugee population. Also, consistent with the spirit of GHAI, we are monitoring mediation efforts in the Arusha-based Burundi Peace talks. Under the LIFE Initiative, USAID/T is strengthening HIV/AIDS testing, advocacy, prevention, and monitoring.

### **Overall future prospects for progress:**

The development prospects for Tanzania are highly favorable. Our program should be positively impacted by the GOT's poverty reduction strategy which targets social sectors, and on-going public sector reforms, which should provide an environment more conducive to private sector-led economic growth. The GOT implemented major health sector reforms and there is new presidential level commitment to the battle against HIV/AIDS. The GOT made major progress in environmental policy reform that will allow more transparent and participatory decision-making over natural resources, particularly in the mari-culture area. The democratic transition

remains slow but steady; constitutional debate is underway and anti-corruption is a top GOT agenda item under the new Minister of State for Good Governance.

In terms of USAID management, the mission has strengthened oversight and accountability in the wake of misuse of USG resources by key staff. We have filled the position of Assistant Director for Programs to oversee implementation of three SOs. In addition, the program and project offices were combined to form the Office for Strategic Planning and Program Support. The recently arrived head of this office will provide oversight for all cross cutting programming functions including Democratic Governance. We also created an Assistant Controller position to strengthen financial management. Other recruitment efforts have been mixed. We plan to have DH (direct hire) Democracy/Governance (DG) and Natural Resource Management (NRM) Officers in place by September 2000 and are continuing to search for a qualified USDH to implement our revised Private Sector Strategy. It is imperative that USAID/W support the timely assignment of these officers to avoid staff burn out and to ensure achievement of program results. In addition, we are recruiting for several vacant FSN positions to strengthen program analysis and implementation.

**Linkages with Mission Performance Plan:**

The USAID/Tanzania program is strongly linked to the U.S. Strategic Plan for International Affairs and the U.S. Mission Performance Plan. Our program supports U.S. National interests and Strategic Goals in Democracy (SO3), Economic Prosperity (SO4/SO5), Humanitarian Response (SO5/SPO1), and Global Issues, Health and Environment (SO1/SO2) included in the MPP.

## R4 Part II Results Review by SO

### Strategic Objective 1

Country/Organization: USAID TANZANIA

Objective ID: 621-001-01

Objective Name: Increased use of family planning/maternal and child health and HIV/AIDS preventive measures

Self Assessment: Exceeding Expectations

Self Assessment Narrative: Strategic Objective 1 exceeded expectations in 1999 as three out of four R4 indicators exceeded planned targets for the year including contraceptive prevalence rates, percentage of facilities with trained service providers, and the numbers of socially marketed condoms.

Primary Link to Strategic Agency Framework: 4.1 Unintended Pregnancies Reduced  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |   |  |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets                          | <input type="checkbox"/> 1.2 Ag Development/Food Security              |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor            | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                  |
| <input type="checkbox"/> 2.2 Credible Political Processes             | <input type="checkbox"/> 2.3 Politically Active Civil Society          |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions           | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education             |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development        | <input checked="" type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced  |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS                      | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced    |
| <input type="checkbox"/> 5.1 Global Climate Change                    | <input type="checkbox"/> 5.2 Biological Diversity                      |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution       | <input type="checkbox"/> 5.4 Environmentally Sound Energy              |
| <input type="checkbox"/> 5.5 Natural Resource Management              | <input type="checkbox"/> 6.1 Impact of Crises Reduced                  |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met       | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed   | <input type="checkbox"/> 7.2 Program Effectiveness Improved            |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured   | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand      |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Population

Secondary Link to MPP Goals (optional): Health

#### Summary of the SO:

SO1 promotes the increased use of family planning/maternal and child health (FP/MCH) and HIV/AIDS preventive measures through changes in health systems and behavior to reduce high fertility rates, rising rates of HIV and infant mortality. Working through both the public sector and NGOs, USAID's integrated program promotes public/private partnerships in order to increase both the quality of and demand for reproductive and child health services. These activities support the Mission Objective of improved human welfare and the Agency Strategic Objective of stabilizing world population and protecting human health. In the revised Results Framework there are three Intermediate Results (IRs) which will lead to achievement of this objective: 1) Policy and legal environment improved; 2) Availability of quality services increased; and, 3) Demand for specific quality services increased. The ultimate customers of this SO are Tanzanians of reproductive age and children under five.

#### Key Results:

Use of FP/MCH and HIV/AIDS preventive measures increased in Tanzania. Increased use of family planning was achieved as the contraceptive prevalence rate -- which had remained flat between 1994 and 1996 -- rose to 15.3 percent for modern methods, exceeding planned figures and confirming the impact of the family planning program (see Performance Data Table 1). Additionally, couple years of protection (CYP) this year exceeded expectations by 59 percent (see Performance Data Table 1). The new users of family planning also exceeded expectations reaching nearly 1.1 million. Measures for HIV/AIDS prevention also showed improvement this year as Tanzanians who reported using a condom during the last sexual encounter with a non-regular partner rose from 15 to 23 percent for women and 26 to 32 percent for men. The percentage of infants exclusively breastfed continued to rise, reaching 31 percent (see Performance Data Table 3).

Key results were achieved at the intermediate results level as well. The USAID-supported five year training program in integrated reproductive health was successfully completed this year, which improved the availability of quality services. A midcourse assessment which indicated that the largest needs were in rural areas resulted in training being re-targeted to those facilities. This change led to a significant increase in the percentage of government facilities with one trained service provider (59 percent in 1996 to 72 percent in 1999) with most of these gains in rural areas (see Performance Data Table 2).

Management of programs also improved. USAID continues to lead donor efforts to coordinate contraceptive procurement thereby ensuring availability of the full range of family planning methods. This year USAID's leadership resulted in the integration of the previously vertical contraceptive distribution system into the national logistics system. This cut annual distribution costs in half. Concerns expressed last year about a potential drop in availability of contraceptives proved unwarranted as the integrated national approach reduced the number facilities experiencing stockouts by 58 percent.

Demand for services continued to show dramatic improvement and exceeded expectations in many areas. Through reorganization and a new marketing strategy, the social marketing program achieved a 64 percent increase in sales of male condoms to retail outlets, from 11 to 18.1 million (see Performance Data Table 4). At the same time, a more expensive male condom

was introduced with the objective of greater cost recovery; pilot marketing of the female condom began.

USAID's interventions have led to an improved policy environment and strengthened national leadership for reproductive and child health and HIV/AIDS prevention. USAID coordinated the launch of the government's third Five Year Plan for HIV/AIDS hosted by the Prime Minister and the former President, who is the chairman of the National AIDS Committee. In the wake of this launch, the President of Tanzania demonstrated new political commitment when -- during his New Years address -- he identified the HIV/AIDS epidemic as one of the top priorities of his government for the year 2000.

#### Performance and Prospects:

In 1999, the USAID/Tanzania health program achieved several procedural milestones including approval of the revised Results Framework that focuses on two central themes: promoting public-private partnerships, and improving the quality of health services. USAID completed a public sector review of SO1 programs and restructured its \$ 7 million annual support to the public sector. USAID also awarded a \$21 million, five-year contract consolidating support to the voluntary sector to improve strategic management of the program.

USAID relationships with partners continued to improve. The new USAID strategy was developed through close consultation with government, NGOs, and other donors. The GOT described the USAID approach as a model for how such partnerships should work throughout the sector. The changes to the framework and the new approaches and implementation mechanisms are reflected in the new Strategic Objective Agreement signed with the GOT in August. And, the recently completed interim national survey, the Tanzania Reproductive and Child Health Survey (TRCHS) was jointly funded by UNFPA and UNICEF for the first time. This coordination reduced duplication while allowing each organization to improve management and monitoring.

USAID's key partner within the MOH is the Reproductive and Child Health Section (RCHS) which has recently taken over management of six major programs, including family planning, safe motherhood, integrated management of childhood illnesses, expanded program on immunization, school health, and community based health care. USAID-supported changes within the RCHS have improved its ability to manage for results and oversee provision of quality services. USAID supported an internal management review that is identifying the best ways to decentralize decision-making and to integrate service delivery among the programs. USAID also assisted the RCHS to define the national Essential Health Package for reproductive and child health. This package specifies the services to be provided at each health facility and focuses both government and donor assistance on a limited number of services that have the most impact. In the area of infectious diseases, complete immunization coverage has remained strong but flat at 70 percent for the last decade. As with contraceptives, the system for vaccine distribution was also integrated into the national logistics system. USAID is examining the distribution systems to monitor and ensure that key health commodities, particularly contraceptives and vaccines, are available to support health services at primary care facilities.

Within the Essential Health Package, USAID identified an opportunity to improve antenatal care (ANC). ANC attendance remains high with 92 percent of pregnant women attending two or

more times. USAID is utilizing child survival and infectious disease funds to design a specific package of activities to strengthen ANC services, including tetanus toxoid vaccination, presumptive malaria treatment, and support for breastfeeding to address the increasing infant and neonatal mortality rate. Other efforts under infectious disease funding include an assessment of the current systems of disease surveillance and plans to develop an integrated disease surveillance system at the district level.

Though performance of USAID's SO1 program has exceeded expectations across intermediate results and there is progress in improved quality of health services in Tanzania, the 1999 TRCHS has uncovered a most disturbing trend. Infant mortality appears to be increasing for the first time on record (from 88 to 99 per 1000) even though immunization rates remained steady at 70%. At this time, the causes of the increase are not clear and further analysis is underway to examine the data more closely. This trend could be a reflection of the impact of the AIDS epidemic in Tanzania. If true, it would corroborate UNAIDS projections for an increase in infant mortality with rising HIV rates.

Prospects for the program are jeopardized by the dearth of contracting assistance. Implementation of several programs was delayed for lack of contract officers and the logistics of working through a regional office. The program has been adjusted to reduce the need for contracting skills, however without increased contract support, program progress will be slow.

#### Possible Adjustments to Plans:

The SO1 program is currently being adjusted to incorporate additional LIFE Initiative funding for HIV/AIDS. Significant investment is planned in four major areas: 1) increasing access and use of voluntary counseling and testing for HIV/AIDS; 2) increased efforts in behavior change focusing on youth; 3) improving national leadership and management through improved structures; and, 4) improving national surveillance of HIV and key behaviors.

#### Other Donor Programs:

Key donor partners include the Netherlands for the purchase of condoms for the social marketing program and JICA-for the provision of testing kits for USAID supported voluntary counseling and testing programs. USAID leads coordination among DFID, KFW and UNFPA to ensure provision of the entire method mix of contraceptives. And USAID continues to be an integral partner in health sector reform with the GOT and the other donors, designing programs that will support the reforms as they are implemented.

#### Major Contractors and Grantees:

USAID maintains bilateral agreements with Populations Services International and Datex, Inc. and supports numerous Tanzanian NGOs and community based organizations. Other major cooperating agencies include AVSC International, the Futures Group, Intrah, JHPIEGO, Johns Hopkins Center for Communication Programs, John Snow Inc., Macro International, Management Sciences for Health and the University of North Carolina, Chapel Hill.

### Performance Data Table

Objective Name: Table 1			
Increased use of family planning/maternal and child health and HIV/AIDS preventive measures			
Objective ID: 621-001-01			
Approved: 1996 (State 180452)		Country/Organization: USAID TANZANIA	
Result Name: SO1: Increased use of family planning/maternal and child health and HIV/AIDS preventive measures			
Indicator: Contraceptive Prevalence Rate (CPR) for modern methods, all women			
Unit of Measure: Percent	Year	Planned	Actual
Source: Tanzania Demographic and Child Health Survey (TDHS) 1991/92, 1996 and 2001; Tanzania Knowledge, Attitudes and Practice Survey (TKAP) 1994; *Tanzania Reproductive and Child Health Survey (TRCHS) 1999 and 2003.	1991/92(B)	---	6.0
	1994	---	11.3
	1996	11.9	11.7
Indicator/Description: Percentage of women of reproductive age who report using (or report partners are using) a modern method of contraception at the time of the survey.	1999	14.9	15.3
	2001	17.6	NA
Comments: CYP used as a proxy for CPR during non-survey years. Values for CYP for the current reporting period from July 1, 1998 to June 30, 1999 are 1,438,105 exceeding the planned target of 906,400.	2003(T)	20.0	NA
These data present preliminary results from 1999 TRCHS. The results presented here should be regarded as provisional and subject to modification.			
*The 1999 TRCHS is an interim national survey between the DHSs designed to collect data on fertility, family planning, maternal and child health, and HIV/AIDS.			

### Performance Data Table

Objective Name: Table 2			
Increased use of family planning/maternal and child health and HIV/AIDS preventive measures			
Objective ID: 621-001-01			
Approved: 1996 (State 180452)		Country/Organization: USAID TANZANIA	
Result Name: IR 1.2.2 Practitioners' skills and knowledge increased			
Indicator: Service Delivery Points with at least one trained FP/RH Provider			
Unit of Measure: Percent	Year	Planned	Actual
Source: Tanzania Service Availability Survey (TSAS) 1994 and 1996; *Tanzania Reproductive and Child Health Survey 1999 and 2003; Tanzania Demographic and Health Survey 2001.	1991	NA	
	1994	NA	24.0
	1996 (B)	NA	59.3
	1999	74	78.0
	2001	82	NA
	2003	85	NA
Indicator/Description: Percentage of government Service Delivery Points surveyed with at least one trained FP/RH provider. Trained providers are those who have successfully completed a formal FP/RH in-service training course in at least one of the following topics: Basic FP/RH clinical skills or, Comprehensive FP/RH clinical skills or a Reproductive Health Update.		NA	NA
Comments: These data present preliminary results from 1999 TRCHS. The results presented here should be regarded as provisional and subject to modification.			
*The 1999 TRCHS is an interim national survey between the DHSs designed to collect data on fertility, family planning, maternal and child health, and HIV/AIDS.			



### Performance Data Table

Objective Name: Table 3			
Increased use of family planning/maternal and child health and HIV/AIDS preventive measures			
Objective ID: 621-001-01			
Approved: 1996 (State 180452)		Country/Organization: USAID TANZANIA	
Result Name: SO1: Increased use of FP/MCH and HIV/AIDS preventive measures			
Indicator: Infants aged less than 6 months exclusively breastfed.			
Unit of Measure: Percent	Year	Planned	Actual
Source: Tanzania Demographic and Health Survey (TDHS) 1991/92, 1996, and 2001; Tanzania Knowledge, Attitudes and Practice Survey (TKAP) 1994; *Tanzania Reproductive and Child Health Survey (TRCHS) 1999 and 2003.	1991/2 (B)	NA	23
	1996	28	29
	1999	31	31
	2001	33	NA
	2003 (T)	35	NA
Indicator/Description: Percentage of infants less than 6 months of age who have been exclusively breastfed.			
Comments: These data present preliminary results from 1999 TRCHS. The results presented here should be regarded as provisional and subject to modification.			
*The 1999 TRCHS is an interim national survey between the DHSs designed to collect data on fertility, family planning, maternal and child health, and HIV/AIDS.			

### Performance Data Table

Objective Name: Table 4			
Increased use of family planning/maternal and child health and HIV/AIDS preventive measures			
Objective ID: 621-001-01			
Approved: 1996 (State 180452)		Country/Organization: USAID TANZANIA	
Result Name: IR 1.3.0 Demand for specific quality services increased			
Indicator: Socially-marketed condoms distributed to wholesale outlets			
Unit of Measure: Number of condoms	Year	Planned	Actual
Source: Population Services International (PSI)	1996(B)	NA	11,540,736
Indicator/Description: Number of socially-marketed condoms distributed by PSI to service outlets.	1997	14,000,000	11,123,389
	1998	18,000,000	11,618,496
	1999	18,000,000	18,188,352
Comments: Data is calculated for the calendar year January through December.	2000	20,000,000	NA
	2001	22,000,000	NA
	2002	NA	NA
	2003(T)	NA	NA

## Strategic Objective 2

Country/Organization: USAID TANZANIA

Objective ID: 621-002-01

Objective Name: Foundation established for the adoption of environmentally sustainable natural resource management practices in Tanzania

Self Assessment: On Track

Self Assessment Narrative: SO2 has made solid progress and had significant accomplishments during 1999 but not all were measurable by current indicators. This program achieved the targets for the establishment of an environmental and natural resource framework. It also made substantial progress on the identification, testing and implementation of appropriate NRM approaches and in capacity building. Moreover, a strong partnership base has been established which has led to greater focus of the SO2 framework. A revised SO2 framework has been submitted to USAID/W for approval and a new Performance Monitoring Plan is being elaborated by the expanded team.

Primary Link to Strategic Agency Framework: 1.1 Private Markets  
(please select only one) 5.2 Biological Diversity

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |   |  |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets                          | <input type="checkbox"/> 1.2 Agricultural Development/Food Security    |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor            | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                  |
| <input type="checkbox"/> 2.2 Credible Political Processes             | <input type="checkbox"/> 2.3 Politically Active Civil Society          |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions           | <input type="checkbox"/> 3.1 Access to Education/Girl's Education      |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced            |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition            | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced             |
| <input type="checkbox"/> 4.4 HIV/AIDS                                 | <input type="checkbox"/> 4.5 Infectious Diseases Reduced               |
| <input checked="" type="checkbox"/> 5.1 Global Climate Change         | <input checked="" type="checkbox"/> 5.2 Biological Diversity           |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution       | <input type="checkbox"/> 5.4 Environmentally Sound Energy              |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management   | <input type="checkbox"/> 6.1 Impact of Crises Reduced                  |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met       | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed   | <input type="checkbox"/> 7.2 Program Effectiveness Improved            |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured   | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand      |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): No Secondary Linkage

#### Summary of the SO:

The purpose of this strategic objective is to stem the loss of biodiversity by advancing environmental policies, legislation and improved natural resource management practices in selected areas. Cross cutting the SO is an emphasis on forging new alliances between the government and civil society, and establishing a reform process that is participatory and transparent. The three key intermediate results which are necessary to achieve this objective include: 1) a policy framework established; 2) institutional strengthening and technical capacity for analysis built; and, 3) NRM applications identified, tested, and implemented in pilot areas. The direct beneficiaries are the government offices, NGOs, and communities which are partners in the program. The indirect beneficiaries are all Tanzanians who will benefit from sustainable natural resources. This SO is linked to the Agency goals in biodiversity and to MPP objectives in environment.

#### Key Results:

The recent program performance audit of SO2 by the Regional Inspector General's Office found that all necessary systems for monitoring program performance were in place and that there is good progress towards program targets, particularly in field activities.

Measurable progress was made in establishing a policy framework for sustainable NRM, particularly in two areas - Wildlife Policy and Coastal Management Policy -- thereby earning a total of three policy points on the E/NRM Policy Index (Performance Data Table #1). The GOT recently approved a new Wildlife Policy that promotes the concept of community management of wildlife through the creation of Wildlife Management Areas (WMAs). This is an extremely significant step for the GOT as it explicitly acknowledges the importance of collaboration with local communities for sustainable use of natural resources. Movement in coastal management was even more noteworthy, largely through the efforts of the USAID-supported Tanzania Coastal Management Program (TCMP). The GOT approved the Mariculture Action Strategy in January, 1999, and worked with NGOs, private sector organizations, community representatives and many other stakeholders to draft Mariculture Guidelines for best practices which are now awaiting adoption. Development of the Integrated Coastal policy was also highly participatory, including profit, non-profit, governmental and local groups. As all relevant sectors were involved in the process from the beginning, consensus on a National Integrated Coastal Policy White Paper was easily achieved. It is expected to be approved by Parliament this summer, a milestone that will make Tanzania the first country in the Western Indian Ocean region to put in place a coastal governance system and to comply with both the Nairobi Convention and Arusha resolution which call for national coastal management programs.

SO2 had unexpected success in the identification, field-testing and implementation of appropriate NRM approaches and technologies, thus establishing the preconditions for environmentally sound mariculture operations. In an appropriate implementation of EIA principles, the GOT recognized the potential for extremely negative effects of large mariculture operations and suspended allocation of all licenses until mariculture guidelines for best practices

are formally established. Since there are currently no shrimp mariculture businesses operating in Tanzania, the indicator target of three of these operating under certified best practices is not applicable at this time. However, once this policy foundation is established the GOT will proceed to license operations with best practices and these can be measured.

#### Performance and Prospects:

SO2 achieved a partnership milestone in the establishment of the Expanded SO Team as a successful, operating unit with a shared vision, goals and work plan. The expanded Team successfully encompasses a wide array of disparate and often competing stakeholders: GOT agencies, businesses, NGOs, and community organizations, as well as universities. This expanded Team is implementing a joint work plan for four management regimes: 1) the network of national parks; 2) the national system of game reserves; 3) community based approaches in areas adjacent to protected areas; and, 4) integrated coastal management. The Team provides direction, oversight and quality control of the SO2 program. Its charter explicitly recognizes the need for wide participation in establishing and implementing sustainable policies and practices. Customers and partners alike repeatedly attest to the importance and success of such an approach.

Also in the area of management, the environmental institutional and legal framework in Tanzania is improving at both local and national levels. The Institutional and Legal Framework for Environmental Management Project (ILFEMP) established in 1998 by the Vice President's Office has led to a vastly improved institutional structure for environmental management. The GOT is now provided with options for environmental management which will lead to a new Framework Environmental Management Bill and an associated program of action.

A number of Tanzanian institutions are becoming more effective due to SO2 interventions. The long-running Tuskegee University and Sokoine University of Agriculture (SUA) Linkage Program has succeeded in strengthening SUA to develop and implement community-based natural resource management activities. Such capacity-building achievement takes time but there have already been some notable improvements in other younger SO2 targeted institutions. One of these organizations, the Maasai Advancement Association (MAA), has made outstanding progress in carrying out its mission and thus has been counted towards the target for improving institutional capacity (Performance Data Table #2). In the past year MAA has obtained official NGO status, refined its administrative and accounting systems, and attracted and secured significant funding from other sources. Moreover, MAA has developed and implemented programs for village natural resource management in areas adjacent to Tarangire and Lake Manyara National Parks. Although not as advanced as MAA, another NGO, Lawyers Environmental Action Team (LEAT) has been strengthened significantly and is expected to play an increasingly visible role in ensuring public participation in the Environmental Impact Assessment (EIA) process in Tanzania. The GOT's National Environmental Management Council grew in professionalism and recently succeeded in closing the highly political but environmentally disruptive Rufiji Basin shrimp project, setting a milestone for enforcement of environmental regulations in this country.

Selected field-tested natural resource management applications are beginning to show conservation impact and increased incomes for our customers. The use of traditional but

destructive bee-keeping techniques has been reduced while income from bee-keeping has increased due to the efforts of SUA and Africare. Ecological monitoring and Global Information System technology and training provided by World Wildlife Fund to the Tanzanian National Parks (TANAPA) department staff in Tarangire and Lake Manyara National Parks have resulted in better understanding of the ecosystem-wide stresses on wildlife and habitat and helped in fine-tuning park management plans. Staff in both parks have also begun utilizing new fire management, law enforcement and road maintenance equipment and skills learned from U.S. Department of the Interior training programs. On the coastal side, new approaches in social marketing initiated by TCMP and GreenCOM led to the establishment of Community Environmental Awards Schemes that are helping communities in Tanzania to generate their own conservation success stories. The contest reached 15,000 people, out of which 80 percent were women. Activities assessed for the scheme included mangrove planting, seaweed farming and small-scale agricultural and horticultural activities. This program has generated widespread attention and additional districts have begun to instigate similar award schemes on their own.

#### Possible Adjustments to Plans:

In its first two years, SO2 has succeeded in establishing a foundation for natural resource management practices in Tanzania and has engaged an extensive group of partners. Based on lessons learned and in consultation with these many partners and stakeholders, USAID/T revised SO2 to focus on selected geographic areas. An amended SO2 framework was prepared and submitted to Washington for approval. The new strategic objective statement is: "Improved conservation of coastal resources and wildlife in targeted areas". A revised PMP was prepared which will be reflected in next year's R4.

#### Other Donor Programs:

Donor coordination on environmental issues is quite good. There is an informal donors' group which meets regularly to share information and coordinate donor involvement in areas of mutual interest. The Germany partnered with USAID on selected activities, e.g. co-funding a workshop to develop guidelines for the establishment of Wildlife Management Areas. USAID works with the European Union to co-ordinate joint policy dialogue with TANAPA. Also, USAID supported ILFEMP in conjunction with the World Bank and Denmark.

#### Major Contractors and Grantees:

Major grantees include the U.S. Peace Corps, U.S. Department of Interior, University of Rhode Island, Tuskegee University, African Wildlife Foundation, Africare, World Wildlife Fund, World Resources Institute, Academy for Educational Development, and International Resources Group.

### Performance Data Table

Objective Name: Table 1, Foundation established for adoption of environmentally sustainable natural resource management practices in Tanzania			
Objective ID: 621-002-01			
Approved: 1996		Country/Organization: USAID TANZANIA	
Result Name: IR 2.1 Policy framework for sustainable NRM established			
Indicator: Environment/Natural Resource Management Policy Index			
Unit of Measure: Index composed of one point for each major step toward a fully functioning E/NRM policy framework	Year	Planned	Actual
	1997	4	4
	1998	7	7
Source: Records from Vice President’s Office, Ministry of Natural Resources and Tourism, and TCMP records	1999	10	10
	2000	13	NA
	2001	15	NA
Indicator/Description: The indicator measures progress toward a fully functioning E/NRM policy framework. A point is awarded as progress is made on each policy/guideline for each of the steps listed below (a-e). Scoring is cumulative. a) Selected E/NRM policies drafted and approved by relevant Ministry or other body b) Selected E/NRM policies approved by Cabinet or other relevant body c) Selected E/NRM laws or procedures drafted d) Selected E/NRM laws passed by parliament e) Selected E/NRM laws implemented and enforced			
Comments: Target met. In this reporting year the Guidelines for Wildlife Management Areas (WMAs) were drafted (c-1pt), and the Mariculture Guidelines outlining best practices were further developed (b & c - 2 pts) for a total of 3 additional policy points in 1999.			

### Performance Data Table

Objective Name: Table 2, Foundation established for adoption of environmentally sustainable natural resource management practices in Tanzania	
Objective ID: 621-002-01	
Approved: 1996	Country/Organization: USAID TANZANIA
Result Name: IR 2.2 Institutional and technical capacity for analysis built	
Indicator: Number of Tanzanian institutions strengthened to improve NRM/E in Tanzania	
Unit of Measure: Number (of Institutions)	achievements. An appropriate tool for effectively measuring institutional strengthening will be developed by SO2 partners during the upcoming year.
Source: Partner organizations engaged in strengthening programs	
Indicator/Description: We are working with key institutions to improve their administrative and technical capacity to make them more effective partners in planning, managing, and implementing NRM programs and policies. Organizations to be strengthened include NGOs, CBOs, local authorities, resource user groups, and departments in government. Currently we are working with the Division of Environment, the National Environment Management Council (NEMC), Tanzania National Parks (TANAPA), Wildlife Division, Sokoine University of Agriculture (SUA), the Lawyers Environmental Action Team (LEAT), and Inyuat e Maa (MAA) a Maasai CBO. Scoring is cumulative.	
Comments: Last year SUA was the single institution which had been significantly strengthened and it has continued to grow stronger in administration and program implementation capabilities. This year MAA has been added as well, thus meeting the target of two institutions. In this reporting period, MAA now has elected a board of trustees, has registered officially as an NGO, has written successful proposals and received funding from other donors, and is actively engaged in on the ground community conservation activities. An early assessment tool, the Institutional Development Profile (IDP) has proven to be ineffective in measuring these capacity building	



Year	Planned	Actual
1997	NA	0
1998	0	1
1999	2	2

2000	7	NA
2001	10	NA
2002	13	NA

**Performance Data Table**

Objective Name: Table 3, Foundation established for adoption of environmentally sustainable natural resource management practices in Tanzania	
Objective ID: 621-002-01	
Approved: 1996	Country/Organization: USAID TANZANIA
Result Name: IR 2.3 Appropriate NRM approaches and technologies identified, tested and implemented in pilot areas	
Indicator: Number of mariculture activities that are operating under certified best practices	
Unit of Measure: Number of mariculture activities certified as following best practices guidelines, with shrimp mariculture operations being targeted.	<p>best practices was impossible to reach. This also means that there are no shrimp mariculture operations presently working in unsustainable environmentally destructive ways either.</p> <p>TCMP has been working with the GOT to get the new Mariculture Guidelines adopted soon.</p> <p>By the next reporting period only those that meet these standards will be operating once again. Although this indicator failed to measure this success, it is highly noteworthy none the less.</p>
Source: TCMP (Tanzania Coastal Management Partnership) certification and records	
Indicator/Description: TCMP is introducing a set of best practices, the Mariculture Guidelines. Once these are implemented, TCMP will visit large scale shrimp mariculture operations to assess the degree to which these practices are being followed.	
Comments: This target is not applicable at this time due to TCMP's overwhelming success this past year in gaining the GOT's and the public's recognition of the potential environmental hazards of unregulated large scale shrimp mariculture industries. The loss of large expanses of mangrove habitat and the contamination of estuaries from such operations could well lead to the loss of natural fisheries and the livelihood of thousands of coastal fishermen. Mariculture operations need not be harmful, if developed and managed using certified best practices. The GOT now recognizes this, and accordingly, has suspended licenses for all large scale shrimp mariculture operations in Tanzania until the best practices Mariculture Guidelines are adopted. At present, therefore, there are no large scale shrimp mariculture industries operating in Tanzania so the target of three operating under	

Year	Planned	Actual
1997	NA	0
1998	3	0
1999	3	NA

2000	4	NA
2001	5	NA
2002	6	NA

### Strategic Objective 3

Country/Organization: USAID TANZANIA

Objective ID: 621-003-01

Objective Name: Civil society and government are more effective partners in governance

Self Assessment: Not Meeting Expectations

Self Assessment Narrative: Implementation under the approved Results Framework fell behind due to personnel constraints, which are being resolved. Organizational realignments now in place, timely assignment of a USDH Democracy/Governance Officer, and adequate contract support will enable this program to move forward again. Nevertheless, over the past year there has been excellent progress in private-public partnerships on governance across the USAID/Tanzania portfolio.

Primary Link to Strategic Agency Framework: 2.3 Politically Active Civil Society  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets                | <input type="checkbox"/> 1.2 Agricultural Development/Food Security      |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor  | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights         |
| <input checked="" type="checkbox"/> 2.2 Credible Political Processes   | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Education/Girl's Education        |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development  | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced              |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition             | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced               |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS                       | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                 |
| <input type="checkbox"/> 5.1 Global Climate Change                     | <input type="checkbox"/> 5.2 Biological Diversity                        |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution        | <input type="checkbox"/> 5.4 Environmentally Sound Energy                |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management    | <input type="checkbox"/> 6.1 Impact of Crises Reduced                    |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met        | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished   |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed    | <input type="checkbox"/> 7.2 Program Effectiveness Improved              |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured    | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand        |

Link to U.S. National Interests: Democracy and Human Rights

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): No Secondary Linkage

#### Summary of the SO:

This objective will create a more effective partnership between civil society and government to improve governance in Tanzania. The SO targets reformist units in both government and civil society -- across four sectors -- and supports their active participation in governance and public policy formulation. The intermediary results that must be achieved include: 1) targeted CSOs effectively represent public interests to government on selected issues; 2) targeted government institutions are more responsive to public concerns on selected issues; and, 3) the enabling environment supports CSO/government partnership in governance. The direct beneficiaries are the targeted government institutions and civil groups. Indirect beneficiaries are the men and women of Tanzania who will benefit from a more responsive, transparent government as well as more effective and active representation from civil groups on their behalf.

#### Key Results:

**PROGRESS IN ONGOING ACTIVITIES:** During the past year, there was progress within the GOT to address weaknesses and broaden access by civil society to policy discussions and decision-making. In a landmark achievement, NGOs, the government and donors approved the NGO Policy Paper which had been under discussion for three years. It is to be ratified by Parliament in April. This policy provides the framework for increased civic involvement in policy making and governance in the future. USAID was an integral part of this process. For example, USAID supported seven stakeholder meetings to facilitate NGO input through several drafts of the document. The resulting Policy reflects a more balanced approach that has the support of a large segment of civil society and reflects a key point of consensus between the government and civil society.

As civil society becomes more vocal, selected Ministries in the government are making efforts to improve communication. In both health and environment, government offices requested help from USAID to improve their dialogue with non-governmental actors and gain a better understanding of the larger role that civil groups can play in their respective sectors.

Corruption continues to be a major obstacle to economic and social progress. In response, the newly created Department for Good Governance within the President's Office presented and received cabinet approval for the National Anti-corruption Strategy and Action Plan for Tanzania. USAID helped this new Department prepare the anti-corruption strategy and will support specific activities identified therein. Meanwhile, anti-corruption enforcement continues; two high-ranking government officials and an influential representative of the private sector were charged and jailed for corruption over the past year

This year the GOT formally incorporated a USAID-supported pilot program into the judicial system. In February 1999, the GOT introduced Alternative Dispute Resolution (ADR) in all Tanzanian courts down to the district level. To prepare the Judiciary for this task, USAID supported ADR training for 276 judges and magistrates. Through ADR, cases are cleared quickly, costs are reduced and both civil society and the government experience justice being done. This strengthens society's belief in the efficacy and fairness of the system. USAID -- the

sole donor -- will terminate its financial support as ADR has become self-sustaining and can continue to play an expanding role within the judicial system on its own. The number of cases resolved through ADR exceeded expectations in 1999; of the 113 planned, 138 actually took place (Performance Data Table #3).

#### Performance and Prospects:

##### I. Mission Program:

Until very recently, staff demands in the aftermath of the bombing of the U.S. Embassy diverted substantial attention from SO3; there were also severe staff shortages through illness and turnovers. The overall result was lack of significant progress against the approved results framework. This has changed. USAID/T has filled key senior staff vacancies and strengthened mission program functions. SO3 is now located in the newly created Office of Strategic Planning and Program Support, the approved Strategic Objective and Intermediate Results remain viable and the program is back on track. There are two caveats: the success of this approach is absolutely dependent on the assignment of a DH Democracy and Governance Officer to the mission as quickly as possible, and on timely contractual help to acquire the necessary technical assistance.

The following summarizes new activities and revised results planned for the coming year under the current SO3 IRs. Anti-corruption, women's rights, and conflict mitigation will continue to be cross-cutting areas of focus.

##### Targeted CSOs Effectively Represent Public Interest to Government on Selected Issues.

USAID Tanzania will continue to improve NGO Networks, assist coalition building, and increase CSO capacity in traditional D/G areas as well as in the health, environment and private sectors. More effective advocacy will open the policy process to civil society's views and needs in governing the country. SO3 will promote advocacy by health CSOs at the national level to influence central policies on the integration of the private sector into improved health services and delivery. SO3 will also strengthen business associations as advocates for better legal and regulatory environment to promote increased private sector growth.

##### Targeted Government Institutions are More Responsive to Public Concerns on Specific Issues.

USAID aims to improve policy analysis capacity in the Ministries of Health, Natural Resources, and Finance. In this way, selected units will understand better the impacts of government policy on various actors and the potential benefits from increasing participation and make more informed and inclusive policies.

##### Enabling Environment Supports CSO-Government Partnership in Governance

In addition to SO1 technical assistance to address the terrible escalation of the AIDS epidemic, there is also a desperate need for promotion of governance issues which are beyond the mandate of SO1. SO3 will work with CSOs and government to advocate for and implement reforms in the legal framework and the promulgation of a functional national AIDS policy. In the same vein, progress in the environment sector is constrained by conflicting interests and lack of coordination in the Ministry of Natural Resources. SO3 will strengthen capacity and coordination among Ministry units to facilitate successful establishment of Wildlife Management

Areas, which are the underpinnings of improved conservation practices in Tanzania. SO3 will also address selected land tenure issues -- particularly those constraining women's participation in income-generating conservation activities.

## II. Democracy and Governance in Tanzania:

The second multi-party national elections are scheduled for October 2000. Donors and civil society share concerns about the lack of a level playing field for all parties, particularly in Zanzibar. USAID is working within a coordinated donor approach to build capacity in the National Electoral Commission, to improve the electoral process in Zanzibar and to help the media better understand their role in the democratic process. This work builds on the success of past USAID direct support to the private media. USAID terminated assistance in 1998 as it became clear that the expansion and growing influence of the private media was self-sustaining. Without external funding in 1999, the number of press clubs increased to 15, as projected. The growth in numbers of journalists belonging to press clubs far exceeded the target (300 actual vs. 200 planned (Performance Data Tables # 2 and #3, respectively).

### Possible Adjustments to Plans:

The Performance Monitoring Plan (PMP) was revised to reflect synergies with Health, Environment and the Private Sector Objectives. These changes will be reflected in next year's R4.

### Other Donor Programs:

The largest bilateral donors to Tanzania are heavily committed to promoting democracy and good governance. Denmark is supporting improvements in the legal system. The Netherlands is building capacity in the media and trade unions, as well as supporting civic education. Germany also supports improving the professionalism of the media and Sweden is working with the parliament.

### Major Contractors and Grantees:

USAID works with various local NGOs in implementing the program including the Tanzania Gender Networking Program (TGNP), Tanzania Media Women's Association (TAMWA) and Women in Law and Development in Africa (WiLDAF).

### Performance Data Table

Objective Name: Table 1			
Civil society and government are more effective partners in governance			
Objective ID: 621-003-01			
Approved: 1998		Country/Organization: USAID TANZANIA	
Result Name: IR 3.1.1 Targeted CSO Capacity to More Effectively Represent Public Interests Strengthened			
Indicator: Number of Journalists that are Members of Press clubs			
Unit of Measure: Number	Year	Planned	Actual
Source: National Level Data	1996(B)	NA	100
Indicator/Description: Number of journalists registered as members of USAID-supported Press clubs. This sub-IR will strengthen the capacity of a selected number of CSOs addressing a range of sectoral and macro-governance issues to undertake effective and sustained policy advocacy. Press Clubs are one type of CSO which represent public interests - both the interests of its members and also broader public issues. The more journalists registered in press clubs leads to more viable and legitimate CSOs.	1997	150	177
	1998	190	230
	1999	200	300
	2000	310	NA
Comments: The 1999 target for this indicator was greatly exceeded. This suggests that Press Clubs are rapidly becoming viable CSOs more rapidly than expected.			
During this reporting period, USAID did not provide any assistance to press clubs but the increase is due to initial support.			



### Performance Data Table

Objective Name: Table 2			
Civil society and government are more effective partners in governance			
Objective ID: 621-003-01			
Approved: 1998		Country/Organization: USAID TANZANIA	
Result Name: IR 3.1.1 Targeted CSO Capacity to More Effectively Represent Public Interests Strengthened			
Indicator: Number of press clubs established			
Unit of Measure: Number	Year	Planned	Actual
Source: National level data	1996(B)	NA	11
Indicator/Description: Number of press clubs in existence.  This sub-IR aims to strengthen the capacity of a select number of CSOs addressing a range of sectoral and macro-governance issues to undertake effective and sustained policy advocacy. Press Clubs are professional organizations for journalists which provide membership services such as training. They also represent their members on governance issues and lobby about broader public concerns.	1997	12	13
	1998	14	14
	1999	15	15
	2000	16	N/A
Comments: During this reporting period, USAID/Tanzania did not provide any assistance but the increase in the number of press clubs is due to the initial support.			

### Performance Data Table

Objective Name: Table 3			
Civil society and government are more effective partners in governance			
Objective ID: 621-003-01			
Approved: 1998		Country/Organization: USAID TANZANIA	
Result Name: IR 3.2.3 More Effective Resolution of Disputes by Targeted Government Units			
Indicator: Number of cases settled through ADR			
Unit of Measure: Kisutu court civil cases	Year	Planned	Actual
Source: Kisutu Court civil case records	1995(B)	NA	0
Indicator/Description: Number of cases settled through ADR.	1996	50	74
	1997	87	114
	1998	100	102
	1999	113	138
	2000	180	N/A
Comments: The numbers reported for 1999 are those cases settled through use of ADR. However, according to the Kisutu Court, the total number of cases that have been filed through ADR was 269, indicating an increased demand for the use of ADR as the general public becomes more aware of this mechanism and its benefits.			

## Strategic Objective 4

Country/Organization: USAID TANZANIA

Objective ID: 621-001-01

Objective Name: Increased micro and small enterprise participation in the economy

Self Assessment: On Track

Self Assessment Narrative: Progress is on track at both the Strategic Objective (SO) and Intermediate Results (IR) levels. Micro and small enterprise participation in the economy is increasing significantly. Total employment in assisted firms increased substantially since last year and when disaggregated, targets for female and rural employment exceeded expectations. The number of people trained in fee-based business skills exceeded planned levels and the time needed to establish a business was reduced dramatically. These two IR targets demonstrate the solid gains made by this SO.

Primary Link to Strategic Agency Framework: 1.1 Private Markets  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets                | <input type="checkbox"/> 1.2 Ag Development/Food Security                    |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor  | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                        |
| <input type="checkbox"/> 2.2 Credible Political Processes              | <input type="checkbox"/> 2.3 Politically Active Civil Society                |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education                   |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development         | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition             | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced                   |
| <input type="checkbox"/> 4.4 HIV/AIDS                                  | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                     |
| <input type="checkbox"/> 5.1 Global Climate Change                     | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution        | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management               | <input type="checkbox"/> 6.1 Impact of Crises Reduced                        |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met        | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed    | <input type="checkbox"/> 7.2 Program Effectiveness Improved                  |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured    | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Open Markets

#### Summary of the SO:

The objective of this program is to increase economic growth and incomes through greater private sector participation in the economy -- especially of micro and small entrepreneurs. The program helps the private sector respond to opportunities created by economic reforms underway in Tanzania, as well as in East and Southern Africa, more generally. The Intermediate Results needed to reach this objective are 1) Legal and regulatory reforms support new and existing businesses, 2) Sustainable financing provided to micro and small enterprises (SMEs), 3) Enhanced micro and small business management, and 4) Strengthened business associations. This strategic objective supports the Agency's goal of promoting private markets and the MPP goal of economic growth. The direct beneficiaries are the private sector partners. The indirect beneficiaries are small businessmen and women, the government, and Tanzanians who benefit from increased incomes and wider choice of products and services.

#### Key Results:

The indicator at the Strategic Objective level is the number of new small and micro enterprises (SME) formed. There are strong indications that SMEs are increasing their participation in the economy. Private enterprises, most of which are SME's, are increasingly involved in national, regional and district development strategies through their associations, including matters pertaining to trade, and tax policies. For example, SMEs joined with larger businesses to hold a serious dialogue with the Tanzanian Revenue Authority (TRA) on tax reform. Chambers of Commerce in provincial towns are lobbying to change local laws. In 1999, over 6500 micro and small businesses were licensed. Construction companies, over 90 percent of which are SMEs, have gone from approximately 115 to 227 (data source: Contractors Registration Board) (Note: the SO4 Team estimates that the actual number of construction companies is closer to 450 for 1999 but data incompatibility complicates comparisons between 1998 and 1999). In the health sector, numerous small-scale medical clinics and pharmacies have opened and in the information sector, technology is spreading fast; the number of internet providers in the three largest towns has doubled over the last year.

Legal and regulatory reforms support new and existing businesses. Data from a 1999 review of the USAID-sponsored Investor Road Map study indicate that the average time required to establish a new business was reduced to six months -- far exceeding the target of 12 months (Performance Data Table # 2). A spin-off benefit is that a similar effort to streamline licensing is now underway at the Dar es Salaam City Government, where over half of all businesses are registered. The government-sponsored national level Tanzania Investment Center (TIC) has also begun to improve its services to small scale businesses. In response to the Road Map findings and other criticisms of dispersed and inefficient services, TIC has acquired the services of both a Land-Title Officer and an Immigration Officer as it moves towards "one stop shopping" for investors.

Sustainable financing provided to micro and small businesses. There is evidence that more financing is being provided to micro and small businesses. The USAID measure is the increased level of employment in assisted firms (Performance Data Table # 1). Total numbers employed increased, and disaggregated levels for female and rural employment exceeded targets. Ninety-nine percent of increased employment took place in rural areas and women made up 68 percent

of the increase. Another indication of increased financing to small firms is the demand for credit. Microfinance institutions have mushroomed in response to demand, especially in the Southern and Lake Regions. This expansion of credit to SMEs indicates growing investor confidence in their viability.

Enhanced micro and small business management. The demand for training in business management far exceeds the availability of such courses; there are long waiting lists for the training that currently exists. The actual number of days of fee-based training has far exceeded expectations reaching 7,662 days in 1999, nearly 1,000 more than planned (Performance Data Table # 3). When disaggregated, results far exceed targets for women and rural entrepreneurs; nearly 50 percent of trainees are female and over 90 percent are rural. In addition, business associations are getting stronger. Small farmers are learning to become a force in the domestic as well as international market through working together. An association of small coffee growers in Mbeya -- a premiere coffee region in Tanzania -- organized themselves to get better terms on coffee sales, as well as input prices. The association now sells more than 75 percent of its coffee directly to buyers in New York. Likewise, individual seaweed growers in Zanzibar created an association and greater economy of scale with USAID support. The association now markets the entire harvest to a US buyer at international market prices.

#### Performance and Prospects:

The true impact of the Private Sector Program can be seen in the performance of its partners: USAID/T's has helped reorient the Bank of Tanzania (BOT) from an all-purpose institution to its present role as central bank and regulator. It is now able to guarantee deposits and build confidence in the banking sector. In 1999 when a private bank was in serious difficulty, the BOT quickly stepped in and streamlined operations, cut costs, undertook aggressive debt-collection and protected all depositors. This is a complete turn around from earlier days when the Bank was unable to mitigate the impacts of two similar bankruptcies in which depositors lost nearly everything.

In conjunction with USAID/T's cross-sectoral DG program, a policy analysis unit within the Tanzania Revenue Authority was developed. The unit's objective is to guide the development of effective tax policies and it is now recognized as the premier policy analysis unit in the country. Key ministries in the GOT, such as Finance, Trade and the President's Planning Commission now defer to it on a wide array of policy issues. Significant legal and regulatory reforms undertaken by the TRA in 1999 included reduction in types of taxes, fewer tax brackets, lower top marginal income tax, equal treatment for all corporate taxpayers, and rationalizing conflicting tax regulations and incentives. These reforms should lead to a broader tax base and larger tax revenues which are sorely needed to support basic government operations. The unit's expertise has also contributed to the East African Community and Southern African regional trade discussions.

Avenues for private sector-government dialogue have increased and the Tanzania Private Sector Foundation (TPSF) is an excellent example of how USAID is contributing to this change. TPSF was established with USAID support in late 1998 and has become the apex organization for private sector discussions with the government. It represents Tanzania's private sector in trade

discussions and government expenditure reviews. It is also helping to set up a National Business Forum to facilitate government-private sector dialogue. At the invitation of the Government, the TPSF attended the World Trade Organization meetings in Seattle as the only private sector group in the delegation. The TPSF is currently working with the GOT in designing the GOT's overall development strategy, the Tanzania Assistance Strategy (TAS). In 1999, ninety-six business associations joined the Foundation.

There are general indications of improved economic stability and investment climate in Tanzania. For the first time, the International Chamber of Commerce included Tanzania on its lists of African countries which are attractive to foreign direct investment. This puts Tanzania in a group with South Africa, Morocco, Egypt, Tunisia, Cote d'Ivoire, Ghana, and Uganda. Tanzania is now the leading destination for South African investment; two years ago it was fifth. A multitude of factors have contributed to this new status for Tanzania, including USAID/T's assistance to the financial sector, enabling environment, and the development of capacity in key institutions. While the investment climate has improved, there remains room for further improvements. Bureaucratic processes such as licensing, lack of a service mentality, and corruption continue to plague the country. There is insufficient progress on streamlining many government procedures. These factors inhibit Tanzania's competitiveness within the newly formed East African Community and elsewhere. In agriculture, the biggest sector of the economy, policy, information and marketing problems persist

#### Possible Adjustments to Plans:

The fast changing realities of Tanzania's economy call for refinements to program strategy and activities. In response, USAID/T is revising its private sector strategy. The Strategic Objective remains the same, but IRs will concentrate more on agribusinesses, access to markets in rural areas, barriers to entry for new enterprises and synergies with other programs in the Mission. We believe that focusing on the non-industrial sector will deliver more impact in terms of GDP. The rural roads program and SO4 have been merged as improved roads contribute directly to increased SME participation in the economy.

#### Other Donor Programs:

There is strong commitment by donors to private sector growth and USAID has excellent working relations with other donors in this sector; the two largest bilateral donors are Denmark and Great Britain. USAID's role as the coordinator of the Development Assistance Committee's sub-committee on the private sector, keeps our programs well synchronized with those of other donors, enabling broader impact.

#### Major Contractors and Grantees:

Past partners include the 8(a) firm of Gardiner, Kamy Associates which conducted the Bank of Tanzania in-country training. The Investor Roadmap was done under contract to The Services Group. Ongoing partners include Development Associates, Inc. Our national partners include Enterprise Development Centre, Private Sector Initiative, EBWilson, and TPSF.

### Performance Data Table

Objective Name: Table 1			
Increased micro and small enterprise participation in the economy			
Objective ID: 621-004-01			
Approved: 1997-05-02		Country/Organization: USAID TANZANIA	
Result Name: Provision of Sustainable Financing to Micro and Small Business			
Indicator: Increased levels of Employment in Assisted Firms			
Unit of Measure: Actual Numbers with female participation and rural locale disaggregated	Year	Planned	Actual
Source: Data from USAID supported projects' management information systems: Private Sector Initiative, Social Action Trust Fund, Risk Management & Profit-Sharing Fund	1994 (B)	Total: 290 Female: 90 % Female: 31% Rural: 230 % Rural: 79%	Total: 459 Female: 139 % Female: 30% Rural: 359 % Rural: 78%
	1995	Total: 610 Female: 210 % Female: 34% Rural: 370 % Rural: 61%	Total: 434 Female: 134 % Female: 31% Rural: 210 % Rural: 48%
Indicator/Description: The numbers represent gross number of jobs created in assisted enterprises. Female and rural participation calculated as percentage of total # of jobs. Part time labor defined as 1/2 job; seasonal labor defined as 1/4 job.	1996	Total: 2,100 Female: 700 % Female: 33% Rural: 800 % Rural: 38%	Total: 1,841 Female: 661 % Female: 36% Rural: 770 % Rural: 42%
	1997	Total: 4,800 Female: 1,900 % Female: 40% Rural: 2,500 % Rural: 52%	Total: 372 Female: 188 % Female: 51% Rural: 372 % Rural: 100%
Comments: Increased employment in firms that have received finance and/or training indicates that the investment in capital or training has resulted in a sufficiently high return. While use of finance or training does not always result in an increased payroll, on balance, USAID investments in finance and for pay training should stimulate business formation and growth, thereby creating jobs. Rural participation is the total number of jobs created in areas outside Dar es Salaam	1998	Total: 1,000 Female: 300 % Female: 30% Rural: 400 % Rural: 40%	Total: 1,116 Female: 641 % Female: 58% Rural: 877 % Rural: 77%
	1999	Total: 2,100 Female: 1,20 % Female: 57% Rural: 900 % Rural: 43%	Total 1,585 Female: 1,009 % Female: 68% Rural: 1,469 % Rural: 99%
	2000	Total: 3,000 Female: 1,700 % Female: 57% Rural: 1,100 % Rural: 37%	NA
	2001	Total: 3,600 Female: 2,040 % Female: 57% Rural: 1,320 % Rural: 37%	NA

### Performance Data Table

Objective Name: Table 2			
Increased micro and small enterprise participation in the economy			
Objective ID: 621-004-01			
Approved: 1997-05-02		Country/Organization: USAID TANZANIA	
Result Name: Legal & Regulatory Reforms Support New and Existing Business			
Indicator: Average Months to commence business operations decrease significantly			
Unit of Measure: Months	Year	Planned	Actual
Source: Tanzania Investment Centre (TIC)	1997(B)	NA	26
Indicator/Description: Average delay to commence business operations varies widely depending on the nature and complexity of the business. TIC estimated two weeks for a simple establishment e.g. a store to 8 months for a mining license.	1998	20	21.75
	1999	13	0.5 to 12
	2000	9	NA
	2001	5	NA
Comments: A range of other improvements have been documented which impact specific sectors such as a decrease in time for approval process for mining rights (reduced from 6-8 months to 3 months in 1998). Targets move Tanzania toward the average time for business start-up in comparable countries which have undertaken Investor Roadmap analysis.			



### Performance Data Table

Objective Name: Table 3			
Increased micro and small enterprise participation in the economy			
Objective ID: 621-004-01			
Approved: 1997-05-02		Country/Organization: USAID TANZANIA	
Result Name: Enhanced Micro and Small Business Management			
Indicator: Person days of micro and small entrepreneurs trained in fee-based business skills workshops and other USAID-funded private enterprise activity			
Unit of Measure: Number trained times number of days trained, with female participation and locale disaggregation	Year	Planned	Actual
	1994 (B)	Total: 1,222 Female: 322 % Female: 26% Rural: 319 % Rural: 26%	Total: 1,442 Female: 139 % Female: 10% Rural: 359 % Rural: 25%
Source: Data from USAID Contractors			
Indicator/Description: One person trained in a 3-day course equals 3 person-days. Training is comprised of training in business management and marketing skills, US-based experiential training and on-site training for product improvement.	1995	Total: 1,901 Female: 455 % Female: 24% Rural: 735 % Rural: 39%	Total: 2,248 Female: 134 % Female: 6% Rural: 210 % Rural: 9%
	1996	Total: 3,585 Female: 885 % Female: 25% Rural: 1,905 % Rural: 53%	Total: 4,145 Female: 661 % Female: 16% Rural: 770 % Rural: 19%
	1997	Total: 6,000 Female: 1,800 % Female: 30% Rural: 3,700 % Rural: 62%	Total: 7,839 Female: 2,193 % Female: 28% Rural: 4,565 % Rural: 58%
Comments:	1998	Total: 6,000 Female: 2,200 % Female: 37% Rural: 3,300 % Rural: 55%	Total: 14,776 Female: 7,947 % Female: 54% Rural: 4,638 % Rural: 31%
	1999	Total: 6,700 Female: 1,700 % Female: 25% Rural: 3,400 % Rural: 51%	Total: 7,662 Female: 3,643 % Female: 48% Rural: 7,164 % Rural: 93.5%
	2000	Total: 4,400 Female: 2,200 % Female: 50% Rural: 2,000 % Rural: 45%	NA
	2001	Total: 5,280 Female: 2,640 % Female: 50% Rural: 2,400 % Rural: 45%	NA

## Strategic Objective 5

Country/Organization: USAID TANZANIA

Objective ID: 621-005-01

Objective Name: Rural roads improved in a sustainable manner

Self Assessment: On Track

Self Assessment Narrative: All targets for establishing a sustainable system of road rehabilitation and maintenance at selected districts were met or exceeded. Road rehabilitation and maintenance has been decentralized to 12 of the 20 selected districts. The private sector is fully involved in the rehabilitation and maintenance of district roads. Community participation in district road maintenance is steadily increasing and the Roads Fund is being used for the maintenance of district roads.

Primary Link to Strategic Agency Framework: 1.2 Ag Development/Food Security  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets               | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security         |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                        |
| <input type="checkbox"/> 2.2 Credible Political Processes             | <input type="checkbox"/> 2.3 Politically Active Civil Society                |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions           | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education                   |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development        | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition            | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced                   |
| <input type="checkbox"/> 4.4 HIV/AIDS                                 | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                     |
| <input type="checkbox"/> 5.1 Global Climate Change                    | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution       | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management              | <input type="checkbox"/> 6.1 Impact of Crises Reduced                        |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met       | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed   | <input type="checkbox"/> 7.2 Program Effectiveness Improved                  |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured   | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

#### Summary of the SO:

The purpose of this SO is to improve district roads in a manner which can be sustained through the collaborative efforts of Government, private sector and rural communities of Tanzania. Rural districts in Tanzania are the hub of agricultural production and home to 80 percent of the country's 30 million people. Improving district roads in a sustainable manner lowers transport costs and improves year-round access to markets, thereby enhancing incentives for agricultural production, leading to increased food security, social well being and economic growth. This SO is directly linked to the Agency goal of agricultural development and food security and the MPP goal of economic development. Principal intermediary results necessary to achieve the SO are: decentralization of road operations in 20 districts by the year 2003, private contractors responsible for rehabilitating and/or maintaining 80 percent of district roads, increased participation of local communities in road maintenance, and the availability of adequate and regular road maintenance funds from local resources. Principal beneficiaries are the residents in the 20 selected districts (an estimated eight million people) where roads will be improved, transport costs will decrease, and access to goods and services will increase. Additionally, over 1,000 small local private contractors and consultants will receive both direct and indirect assistance in management and execution of road rehabilitation and maintenance contracts.

#### Key Results:

The program is currently working in 12 of 20 selected districts. In these 12 districts, SO level results targeted for the end of the strategic planning period are already being achieved. In 1998, for example, the cost of transport was reduced by 45 percent on these district roads. In 1999, the reduction in the cost of transport remained at 45 percent even though the cost of fuel increased by almost 10 percent.

USAID exceeded its planned performance target for decentralizing road rehabilitation and maintenance to the district level. By the end of 1999, the processes of bid preparation, tendering, award and supervision of district road rehabilitation and maintenance contracts were emanating from 12 district engineers' offices, four more than the eight originally planned.

The Mission's success in involving the participation of the private sector in road maintenance and rehabilitation warrants special note. During the 1997 baseline year, private contractors were not involved in the maintenance and rehabilitation of district roads. In 1998, \$2 million in contracts for 200 kms of district roads were awarded to local private contractors and the work is 100 percent complete. In 1999, \$5 million in contracts for 420 kms of district roads were awarded to local private contractors and work is nearly 60 percent complete. This high level of involvement of the private sector constitutes 80 percent of all district roads rehabilitated/maintained during 1999 as compared to a planned 60 percent. The willingness of district officials to support private contracting is a direct result of this program's capacity building and the long and successful track record of USAID's previous program at the regional level.

In November 1998, the GOT -- with the concerted support of donors, including USAID -- passed a Parliamentary Act that prohibits diversions from the Roads Fund and bases road maintenance on commercial principles. The Act was strengthened in November 1999. Since then, a nine

person Roads Fund Board, chaired by a representative of the private sector, was established and is operational. A Road Agency operating on commercial principles was also established and staff are being recruited to make it operational by July 2000.

#### Performance and Prospects:

Decentralized operations of road maintenance are continuing to improve dramatically in selected districts as a direct result of assistance by USAID. (Note: USAID is the only donor involved in these activities in the selected 12 districts.) Involvement of local private contractors in the rehabilitation and maintenance of district roads is rapidly increasing as a result of USAID funds for road contracts. Road maintenance with community involvement is also increasing as a result of the collaboration between USAID and local communities at the grass-roots level. The Roads Fund is being used for road maintenance though there is room for improvement in the levels allocated and timeliness of repairs.

In the coming year, decentralization will be extended to the remaining 8 districts of the program. If the program continues to be as successful in these new districts, the participation and role of the private sector in road maintenance and rehabilitation should continue to exceed the targets. Contributions from local communities, district councils and USAID to bridge and road repair work are in the range of 20, 30, and 50 percent, respectively. The local community and district council contributed \$300,000 in 1999, exceeding the planned target of \$200,000. Prior to SO5 activities, local communities and district councils were involved in road and bridge repair and maintenance but in a limited and ad-hoc fashion. SO5 established wages for community labor and formal labor agreements are now negotiated between communities, district councils and the district engineers. The local contribution in 1999 is a very positive sign that district councils and local communities are willing to engage in road maintenance to ensure sustainability of the road program. With regard to gender, women account for 50 percent of the community participation. If the current degree of engagement and enthusiasm of communities at the district level is a guide, then the involvement and participation of communities will continue to increase in future years.

With regard to prospects, donors are closely watching the availability and usage of the Roads Fund and the new institutional arrangements during this formative stage of the Roads Fund Board and Road Agency. Future availability of appropriate and timely resources from the Roads Fund for road maintenance will be critical to the sustainability of the road program.

SO5 will be achieved within the seven-year planning period if adequate resources are made available as approved in the CSP ( \$3 million a year). Actual levels for SO5 have been in the range of \$2 million per year. If this reduced level remains the norm, the targeted results of SO5 will have to be revised downward accordingly. To date the Mission has reprogrammed local currency funds to district roads to make-up for dollar resource shortfalls. However, these local currencies are running out and cannot carry the program through the planning period.

#### Possible Adjustments to Plans:

USAID intends to incorporate the rural roads program into its revised private sector strategy to demonstrate its contribution to improved market access. The revised private sector strategy incorporating the rural roads program will be submitted to USAID/W for review and approval as part of the midpoint CSP review. This adjustment will not change the planned results of the roads program. However, they will be reported as Intermediate Results contributing to Strategic Objective Four in next year's R4.

**Other Donor Programs:**

All road assistance from donors is coordinated through the Integrated Roads Program (IRP), which has proved to be an excellent forum for donor coordination. Sixteen donors are providing \$100 million per year for the government's overall national road improvement program. The top four bilateral and multilateral donors to district roads are Denmark, Switzerland, United Nations Development Program (UNDP), and the World Bank. USAID led a unified approach by donors to support the establishment of the Roads Fund, Roads Fund Board and Road Agency by an Act of Parliament. The GOT is providing \$3 million per year from the Roads Fund for the maintenance of roads in the 100 districts of the country. To date, this organizational approach has ensured effective operations and adequate maintenance financing.

**Major Contractors and Grantees:**

Principal partners and/or implementing agencies for USAID's rural roads activities are the Ministry of Regional Administration and Local Government (MRALG), local private road contractors and various local community groups.

### Performance Data Table

Objective Name: Table 1			
Rural roads improved in a sustainable manner			
Objective ID: 621-005-01			
Approved: 1996		Country/Organization: USAID TANZANIA	
Result Name: Rural roads improved in a sustainable manner			
Indicator: Reduction in the average transport cost of goods			
Unit of Measure: Percent	Year	Planned	Actual
Source: USAID/District Council baseline and impact survey/study			
	1997(B)	NA	0
Indicator/Description: Percent reduction in transport costs (\$ per ton-km) on those roads rehabilitated /improved during a given year.	1998	30 - 60	45
	1999	30 - 60	45
	2000	30 - 60	NA
Comments: In 1997, the cost of transport used for the baseline data on district roads was \$0.65 per ton-km. In the 1998 preliminary impact survey, this cost of transport was found to be \$0.29 per ton-km - a reduction of 45%. In 1999, this cost reduction was sustained in the face of a 10% increase in fuel costs.	2001	30 - 60	NA
	2002	30 - 60	NA
	2003	30 - 60	NA

## Performance Data Table

Objective Name: Table 2 Rural roads improved in a sustainable manner			
Objective ID: 621-005-01			
Approved: 1996		Country/Organization: USAID TANZANIA	
Result Name: IR 5.1 Roads Rehabilitation and Maintenance Decentralized to regional and district levels			
Indicator: Number of regions and districts where decentralized road rehabilitation/maintenance work is operating			
Unit of Measure: Qualitative assessment of number of districts considered decentralized and having capacity to execute road contracts	Year	Planned	Actual
	1997(B)	NA	0
Source: USAID/GOT reviews of systems in regions and districts	1998	4	5
	1999	8	12
Indicator/Description: Decentralized means a transparent tendering system is in place and district engineers have capacity to execute road contracts.	2000	16	NA
	2001	20	NA
	2002	20	NA
	2003	20	NA
Comments: Beginning in 1997, it was planned to introduce the decentralized systems in districts. By the year 2003, all 20 districts in four regions where USAID's program is operating will have instituted a decentralized system with a capacity to maintain district roads. The Table shows this may happen earlier as performance to date has exceeded expectation.			

### Performance Data Table

Objective Name: Table 3			
Rural roads improved in a sustainable manner			
Objective ID: 621-005-01T			
Approved: 1996		Country/Organization: USAID TANZANIA	
Result Name: IR.5.2 Increased rehabilitation/maintenance of rural roads by the private sector			
Indicator: Rural road rehabilitated and/or maintained by private contractors as percent of total in regions and districts where USAID's program is operating			
Unit of Measure: Percent	Year	Planned	Actual
Source: MRALG/USAID reports			
Indicator/Description: numerator = Kms rehabilitated/maintained by private sector; denominator = Total kms rehabilitated/maintained in the districts.	1997(B)	NA	0%
	1998	15%	60%
	1999	30%	80%
	2000	80%	NA
Comments: The maximum percentage possible (80%) of roads worked on by private contractors (as opposed to local participants and others) was reached in 1999 instead of 2003 as planned. Targets have been revised accordingly beginning the year 2000.	2001	80%	NA
	2002	80%	NA
	2003	80%	NA



### Performance Data Table

Objective Name: Table 4			
Rural Roads Improved In a Sustainable Manner			
Objective ID: 621-005-01			
Approved: 1996		Country/Organization:	
Result Name: IR.5.4 Increased Community Involvement in Road Maintenance			
Indicator: Amount of Contribution from local communities			
Unit of Measure: \$'000	Year	Planned	Actual
Source: Records at District/USAID offices	1997(B)	NA	0
Indicator/Description: Contribution can be either in kind or cash. In kind contribution is monetized at prevailing market price.	1998	100	200
	1999	200	300
	2000	400	NA
Comments:	2001	500	NA
	2002	500	NA
	2003	500	NA

## **R4 Part III: Resource Request**

### **INTRODUCTION:**

For FY 2002, the mission is requesting an OYB of \$26M and an OE level of \$3.9M (dollar level of \$2.9M and OE trust fund level of \$1M). The OYB level of \$26M is the level approved in the 1996 CSP, which established program levels from 1997-2003. The OE level of \$3.9M and the straight lined level of 9 USDH are the minimum amount of resources required for support of this program level.

**MISSION REORGANIZATION:** Consistent with reengineering precepts of empowerment, in 1996 USAID/Tanzania delegated authority to the lowest possible level of responsibility. This resulted in an environment where mission management did not have the same level of oversight that a more hierarchical structure would provide. USDH staff shortages during this period resulted in a situation of oversight inadequacy. Some USDH and FSN senior staff took advantage of the situation to misuse USG resources. In order to provide better oversight and work within limited staffing and analytical capacity, USAID/Tanzania has recently undergone a mini-mission reorganization. During a retreat in November 1999, senior mission staff discussed a range of management issues with the result that the number of teams was reduced and a clearer system for review and approval introduced. The Resource Expert positions which were not working as had been envisioned in 1996 were eliminated, the DG team was placed under the Strategic Planning program team to provide crosscutting support to the rest of the portfolio, and the Private Sector and the Roads teams were combined. Moreover, this re-organization was accomplished while maintaining staff numbers as laid out in the FY2000 R4 – 15 program staff and 72 OE-funded FSNs. The re-organization enabled the mission to strengthen internal controls by, for example, adding an assistant controller position to strengthen the financial team. In sum, with nine USDH, the mission has reorganized itself to strengthen analytical capacity as well as improve oversight and accountability of USG resources.

**PROGRAM, WORKFORCE and OE LEVELS:** Tanzania has been actively working towards debt relief under the enhanced HIPC initiative. The HIPC initiative assumes the continuation of donor flows. As the USG has been a leader in the worldwide effort to provide effective debt relief, it is imperative that USAID/Tanzania continue to provide assistance at the levels established in the CSP - \$26M. This amount remains appropriate for Tanzania considering the country's development challenges in all sectors, the program's strategic importance within the U.S. foreign policy framework, and good program performance. There are no significant increases/decreases in OYB/CP levels established on the basis of the past year's R4. The straight lined workforce request of nine USDH is commensurate with bureau designated staffing levels and is the absolute minimum required for effective program implementation. The OE level request of \$3.9M includes \$200,000 over the FY2001 Bureau dollar level. The USDH 9 level and OE level of \$3.9M are adequate for support of a \$26M program working in four sectors.

**RESOURCE ALLOCATION DECISIONS:** Resource allocations are based on the program design presented in the 1996 CSP and remain valid as none of the mission's Strategic Objectives are poor performers. However, the program must continually be revised to meet Tanzania's development challenges. As predicted in the FY2001 R4, USAID has signed a new SOAG for

SO1 with the GOT and the Private-Public Partnership contract has been awarded. Continuing staffing problems delayed movement under SO3 but a revised PMP is now in place. The SO2 RF has been revised and is currently being reviewed in USAID/W, and the SO4 RF (with changes only at the IR level) is still being reviewed in the mission.

The total OYB request is \$26m with the following allocations per objective:

Health: \$11M                      NRM: \$4M      D/G: \$4M                      Private Sector: (\$4M)/Roads: (\$3M)

**Field Support** – Under the USAID/T health program and, particularly under the environment program, the mission had depended on the field support mechanism for implementation. However, as revealed in a mission requested RIG audit of SO2, the mission is unable to provide adequate financial oversight of some of the field support activities. These funds are provided through USAID/W global bureau mechanisms where the resources are procured under existing contracts or grants. As such, missions generally receive little if any financial reporting and are therefore (as stated in the report) unable to monitor the financial status and expenditures for these entities. Hence, as recommended by the RIG audit report, the mission will perform due diligence by conducting a financial audit of all field support contracts under SO2 and will seek alternatives to this mechanism in the future, despite the continuing staff shortages and the potential impact on the mission's pipeline.

#### **PIPELINE ANALYSIS:**

The program pipeline has continued to grow since the August 1998 bombing which put a halt to program implementation for months. As the mission started to move forward, key technical positions as well as the program officer position went unfilled, further delaying implementation. In addition to these key unfilled USDH positions, the mission's top two FSNs – the Economist and the Training Officer – were terminated for cause. In addition to with these staff shortages, the mission had major problems with inadequate contracting coverage which we identified as a material weakness in this year's Federal Manager's Financial Integrity Act Report (FMFIA). The mission wrote,

*“ Mission has neither a Contracting Officer nor a Legal Advisor and must depend on coverage from REDSO/Nairobi for contracting services and USAID/Gabarone for legal services. With the number of countries these USDH are required to cover, the RCO and RLA become overworked and are not able to assiduously review Mission documentation, delaying implementation.... The Mission has been unable to put contracting mechanisms in place in a timely manner for the Bombing Supplemental funds, field support contracts do not receive the proper oversight, and host country contracting PILs do not always receive the optimum clearances.”*

In sum, staff shortages, both USDH and FSN, and inadequate contracting as well as legal coverage have affected the mission's implementation and as a result, the pipeline has grown substantially.

In last year's R4, assuming adequate contracting coverage and full staff, the mission had anticipated that all pipelines would be within forward funding guidelines as of 9/30/99. However, neither of these assumptions materialized, allowing pipelines across the portfolio to exceed the authorized forward funding limits. With the current obligation schedule and continuing problems of inadequate contracting assistance, the mission's pipeline will not meet the forward funding guidelines. The mission is aggressively pursuing means of breaking the contracting stranglehold on the program. USAID/T has reorganized some activities to reduce the need for contract office support. We are also exploring the possibilities of a TDY contracting officer assistance (constrained however by a \$200,000 cut in OE in 2000), reinstatement of the co-sharing Contracting Officer arrangement with USAID/Madagascar and/or program funding a contracting officer in accordance with the new program funding guidelines.

### **FY 2002 Operating Expense and Workforce Request Narrative**

USAID/Tanzania would first like to comment on the requirement for explanations of 5 percent increase or decrease at the Object Class Code (OBCC) detail level. As the guidelines have already stated that missions are to budget with no dollar limit, USAID/T finds this added requirement unnecessarily burdensome. In this R4, the mission is presenting a straight lined workforce level of nine USDH for all years. The FY2001 OE level of \$3.6M (\$2.7M in dollars and \$.9M in trust funds) is within the Bureau established dollar level. The FY2002 budget of \$3.9M (\$2.9M in dollars and \$1M in trust funds) is over the Bureau levels established for dollars by \$200,000. All budgets have been prepared using the new forward funding guidelines. Lower amounts for either OE or workforce levels would heighten accountability risks of USG funds. Finally, the mission is not saving costs under ICASS because of the lack of transparency in the system and the sharp increase in staff in the ICASS Agency.

*Accountability Risk:* For two years the mission operated with key USDH positions vacant – technical officers as well as the program officer. The associated accountability risks attributable to these staff shortages have been significant. Because of insufficient staffing, the mission's top two FSNs – the Program Economist and the Training Advisor, as COTRs, operated with little USDH oversight. Based on an internal USAID/T investigation, the two FSNs were terminated for egregiously violating USG Procurement regulations. In sum, not only must the mission retain the 9 USDH positions, but the positions must be filled to provide adequate oversight for USG resources.

#### *Other:*

**Trust Funds:** The major financial accomplishment this year for USAID Tanzania was the alleviation of pressure on the trust fund. As stated in previous R4s, our FSN staff is 100 percent funded by trust funds. With the NPA programs completed, there will be no future generation of local currency. With a powerful Investment Strategy and continuously negotiated preferential rates with CITIBANK, USAID/Tanzania will have enough trust funds to cover staff salaries and anticipated increases through FY2002. However, during next year's R4 process, a strategic plan must be devised to address the depletion of the trust funds. **The USAID/T Trust Fund issue will be the most important issue in the FY2003 R4, as approximately \$1M of local salaries would be shifted to the OE dollar request.**

**ICASS:** ICASS is not working as a cost saving measure for the mission. On the contrary, it is increasingly costly to USAID and provides no added benefits. For this reason, USAID/Tanzania identified the ICASS system as a material weakness for the last two years in the FMFIA. The mission is budgeting annual increases of 10 percent in ICASS, not because we are subscribing to increased services, but because USAID must pay 40 percent in redistribution of total costs attached to the ICASS bill. In addition, the process is not transparent; the mission is not allowed to participate in setting or revising ICASS budget levels. In August, the Embassy unilaterally sends an estimate of total projected needs to Washington. This target level is approved by Washington. USAID/T and the other participating agencies are forced to accept this overall budget level after the fact. Then, at mid-year, funding cuts that are required to stay within the target – such as depreciation and capital expenditure – are unilaterally forwarded to Washington and approved. These costs are then distributed to the participating agencies; again, after the fact. The result is that USAID is paying for an expanding GSO from which it gets few services and for nineteen new Embassy positions from which it gets no benefit. USAID/Tanzania has no leverage – at post or in Washington -- to influence ICASS decisions or cost sharing. In sum, USAID/T is not saving costs under ICASS because of the lack of transparency in the system and payment for inefficiencies passed through the redistribution of costs. **USAID/W must assist us in forcing greater transparency and acceptance of USAID participation in ICASS decisions, or failing that, provide support to withdraw from the program.**

**Capital Investment Fund** – The mission is requesting \$130,000 and \$80,000 for FY2001 and FY2002, respectfully, for desperately needed renovations to USG-owned residential properties. These funds are absolutely essential to avoid substandard living conditions for USDH employees and risk of injury.

***FY 2000 OE Budget - \$200,000 LESS than Required Amount affecting USAID/T accountability.***

With a current approved level of \$3.2M (\$2.4M in dollars and \$.8M in trust funds), the mission must operate at \$200,000 less than the FY1999 actual dollar amount of \$2.6M. At this level, the mission is not able to fund the TDY controller and other USDH coverage for the summer gap.

*Controller Coverage:* In view of the serious problems of fraud this year, the mission cannot, for ANY length of time, be without a controller. With a long gap between the outgoing and incoming USDH Controllers, funds had been programmed for extended TDY coverage. However, in view of the equally desperate need for contracting help, these funds have been reprogrammed for a contracting officer TDY. The mission will endeavor to lessen the uncovered gap caused by direct hire changes.

*Bombing Damage:* Last year USAID/Tanzania requested \$500,000 to rehabilitate the Director's residence severely damaged during the 1998 Embassy bombing. Of the \$500,000 requested, the Africa Bureau and subsequently, the Office of Overseas Management approved \$279,000. The mission is waiting for the allocation of funds.

The mission will not require the full trust fund level for FY2000 and, through this R4, is returning \$120,000.

### **FY2000 Workforce**

The mission has an approved level of nine USDH but has been unable to fill key positions during the last two years. Last year, the mission finally filled the Program Officer/Assistant Director position after a one-year hiatus, the SO2 Environment team leader has been assigned and will arrive at post this summer, and a SO3 team leader candidate has been identified. Given past difficulties in filling the Private Sector position, we have broadened our search to include Project Development Officers with private sector experience. The mission hopes to fill this key position during the summer 2000 personnel cycle.

### **FY2001 OE Request - \$3.7M (\$2.7M in dollars + \$.9M in trust funds)**

Increases in this year's budget are attributable to an eight percent salary increase for the FSNDH staff, the costs associated with hiring an offshore Assistant Controller, USDH personnel moves and corresponding travel and transportation of effects. Please note that the USAID office rent is straight lined. In 1998, the mission strategically negotiated a nine-year lease with no cost increases, saving almost \$1 million in USG resources for the out years.

### **FY2001 Capital Investment Fund Request - \$130,000**

*USAID/Tanzania Owned Residences:* USAID/Tanzania currently owns six residential properties in Dar es Salaam. Given the high cost of leasing residential property in Dar, which now averages \$30,000 per annum for a small to average size residence, investment in the maintenance and upgrades of our USAID-owned properties is critical to the mission's ability to function within the limits of our shrinking OE budget. Due to the location, age and use of these residences over time, the following properties are in danger of becoming uninhabitable and are in desperate need of renovations.

- 192 Uganda Avenue - \$80,000 is requested for upgrades to improve the safety and continued use of the property to house USDH employees. These include: construction of perimeter block wall, upgrade of electrical wiring which is becoming unsafe and no longer meets standards, upgrade of sewage systems, paving, painting and other enhancements.
- 194 Uganda Avenue - \$50,000 is requested for upgrades to improve the safety and continued use of the property to house USDH employees. These include: rehabilitation of roofing structure on the front and upstairs porches, upgrades to water supply and sewage pipes, small extension to provide a laundry facility, perimeter wall works, general renovation and painting.

**FY2001 Workforce** – In last year's R4, the mission requested a tenth position for a contracting officer. Confronted with the worse OE situation this year, the mission withdraws the request. **However, the numerous references to contracting delays in this R4 demonstrate how crucial it is to find an immediate solution to the mission's contracting officer problems.**

**FY2002 OE Request - \$3.9M (\$2.9M in dollars + \$1M in trust funds)**

The required level of \$3.9 million is \$200,000 over the given Bureau target levels. This amount includes an 11 percent increase in FSNDH salaries, projections of OE-funded TDY assistance, and deferred procurement needs. The trust fund amount has been budgeted with a slight increase to cover an anticipated salary increase. The Workforce level of nine USDH is straight lined.

**FY2002 Capital Investment Fund – \$80,000**

USAID/Tanzania owns six residential properties in Dar es Salaam and is in the process of upgrading and rehabilitating these residences. Investment in our USAID-owned properties is critical to the mission's ability to function within the limits of our shrinking OE budget. Renovations to include an extension to 443 Mahando, a small bungalow style house will not only make this house suitable for a wider range of employees with larger families but will increase the overall value of the property. Similar renovations were done in 1997 to 441 Mahando, an identical USAID house that has greatly improved the value and use of that property.

**Conclusion:** USAID/Tanzania is managing for results. The mission is addressing identified material weaknesses in the areas of Delegations of Authority and inadequate contracting coverage. A Regional Inspector General (RIG) Performance audit highlighted deficiencies with monitoring of field support contracts in SO2. A financial audit of these contracts will take place in April 2000. At the request of the mission, the Office of Inspector General investigated alleged FSN fraud. Once completed, the IG report will be provided to the Tanzanian Prevention of Corruption Bureau for necessary action. When key USDH positions are filled -- hopefully this summer -- and contracting coverage is successfully provided, the mission anticipates reducing its pipeline. Furthermore, with the economic and political progress being made by Tanzania, the USAID/T program is well situated to make impact in five key sectors. Therefore, as a sustainable development mission, USAID/T is requesting an OYB of \$26M. An OE level of \$3.9M and a workforce level of nine USDH are the necessary resources to support this program level request.

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
Foundation Establ. For the Adoption of environ. Sustain. NRM Practices	Coastal Resources Management II ENV-IR1.4.00	Med-High	1 year	0	600	0	600
	Partnership for Biodiversity Interagency Agr. ENV-IR1.1.0	Med-High	1 year	0	400	0	400
Increased use of fp/mch and HIV/AIDS	Contraceptive Procurement 936-3057.00	High	3 years	0	1,000	0	1,000
Preventive Measures ID 62100101	FPLM/JSI Follow-on 936-3089.01	Medium	3 years	0	250	0	250
	CEDPA/TAACS 936-5970.03	High	3 years	0	150	0	150
	Mgt & Leadership Dev. 936-3099	High	3 years	0	500	0	250
	IEC/PCS 936-3052.02	High	3 years	0	1,700	0	1,000
	PSM for VSC 936-3068	High	3 years	0	750	0	750
	Maternal Neonatal Health 936-3092.01	High	3 years	0	1,000	0	0
	Impact 936-3090.02	Medium	3 years	0	200	0	0
	Measure II (Eval.) 936-3083.02	High	3 years	0	150	0	150
	Infact 936-3100.04	High	"3 years	0	300	0	150
	Measure Commun. 936-3083.03	Medium	1 year	0	0	0	100
<b>GRAND TOTAL.....</b>					<b>7,000</b>		<b>4,800</b>

\* For Priorities use high, medium-high, medium, medium-low, low



## **Program, Workforce and OE**

(in a separate folder named Country02R2b\_data; enter data and print separately)

## FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: TANZANIA

Approp: DFA

Scenario:

S.O. # , Title		FY 2000 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2000
	Bilateral/Field Spt	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
ID:62100101: Increased Use of Family Planning/Maternal and child Health (FP/MCH) and HIV/AIDS Preventive Measures															
	Bilateral	900	0	0	0	0	0	0	0	900	0	0	0	0	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	
		900	0	0	0	0	0	0	0	900	0	0	0	0	0
ID:62100201: Foundation Established for the Adoption of Environmentally Sustainable Natural Resources Management Practices in Tanzania															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
ID:62100301 Civil Society and Government are More Effective Partners in Governance															
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
ID:62100401: Increased Micro and Small Enterprise Participation in the Economy															
	Bilateral	0		0										0	
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
ID:62100501: Rural Roads Improved in a Sustainable Manner															
	Bilateral	0	0	0										0	
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		900	0	0	0	0	0	0	0	900	0	0	0	0	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	900
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	0
Dev. Assist ICASS	
Dev. Assist Total:	0
CSD Program	900
CSD ICASS	
CSD Total:	900

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

# FY 2000 Budget Request by Program/Country

Fiscal Year: 2000 Program/Country: TANZANIA

Approp: DA/CSD

Scenario:

S.O. # , Title															
FY 2000 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
ID:62100101: Increased Use of Family Planning/Maternal and child Health (FP/MCH) and HIV/AIDS Preventive Measures															
	Bilateral	8,915	0	0	0	0	1,860	1,840	300	4,915	0	0	0	7,000	17,976
	Field Spt	4,485	0	0	0	0	2,040	860	500	1,085	0	0	0	4,000	4,485
		13,400	0	0	0	0	3,900	2,700	800	6,000	0	0	0	11,000	22,461
ID:62100201: Foundation Established for the Adoption of Environmentally Sustainable Natural Resources Management Practices in Tanzania															
	Bilateral	2,450	0	0	0	0	0	0	0	0	0	2,450	0	1,900	7,342
	Field Spt	927	0	0	0	0	0	0	0	0	0	927	0	2,303	927
		3,377	0	0	0	0	0	0	0	0	0	3,377	0	4,203	8,269
ID:62100301 Civil Society and Government are More Effective Partners in Governance															
	Bilateral	1,950	0	0	0	0	0	0	0	0	0	0	1,950	2,500	4,310
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		1,950	0	0	0	0	0	0	0	0	0	0	1,950	2,500	4,310
ID:62100401: Increased Micro and Small Enterprise Participation in the Economy															
	Bilateral	7,700		7,700										562	12,700
	Field Spt	0		0										0	0
		7,700	0	7,700	0	0	0	0	0	0	0	0	0	562	12,700
ID:62100501: Rural Roads Improved in a Sustainable Manner															
	Bilateral	2,318	2,000	318										4,500	2,729
	Field Spt	0	0	0										0	0
		2,318	2,000	318	0	0	0	0	0	0	0	0	0	4,500	2,729
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		23,333	2,000	8,018	0	0	1,860	1,840	300	4,915	0	2,450	1,950	16,462	45,057
Total Field Support		5,412	0	0	0	0	2,040	860	500	1,085	0	927	0	6,303	5,412
<b>TOTAL PROGRAM</b>		<b>28,745</b>	<b>2,000</b>	<b>8,018</b>	<b>0</b>	<b>0</b>	<b>3,900</b>	<b>2,700</b>	<b>800</b>	<b>6,000</b>	<b>0</b>	<b>3,377</b>	<b>1,950</b>	<b>22,765</b>	<b>50,469</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	10,018
Democracy	1,950
HCD	0
PHN	13,400
Environment	3,377
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	19,245
Dev. Assist ICASS	
Dev. Assist Total:	19,245
CSD Program	9,500
CSD ICASS	
CSD Total:	9,500

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: TANZANIA  
 Approp: DFA  
 Scenario:

S.O. # , Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2001
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G			
ID:62100101: Increased Use of Family Planning/Maternal and child Health (FP/MCH) and HIV/AIDS Preventive Measures																
	Bilateral	9,300					2,500	1,400	400	5,000					8,000	19,276
	Field Spt	6,000					2,500	1,100	400	2,000					4,485	6,000
		15,300	0	0	0	0	5,000	2,500	800	7,000	0	0	0		12,485	25,276
ID:62100201: Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania																
	Bilateral	3,386										3,386			2,200	8,528
	Field Spt	1,000										1,000			927	1,000
		4,386	0	0	0	0	0	0	0	0	0	4,386	0		3,127	9,528
ID:62100301: Civil Society and Government are More Effective Partners in Governance																
	Bilateral	2,930											2,930		3,500	3,740
	Field Spt	0											0		0	0
		2,930	0	0	0	0	0	0	0	0	0	0	2,930		3,500	3,740
ID:62100401: Increased Micro and small Enterprise Participation in the Economy																
	Bilateral	1,750		1,750											3,000	11,450
	Field Spt	0		0											0	0
		1,750	0	1,750	0	0	0	0	0	0	0	0	0		3,000	11,450
ID:62100501: Rural Roads Improved in a Sustainable Manner																
	Bilateral	1,750	0	1,750											2,500	1,979
	Field Spt	0	0	0											0	0
		1,750	0	1,750	0	0	0	0	0	0	0	0	0		2,500	1,979
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0		0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0		0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0		0	0
Total Bilateral		19,116	0	3,500	0	0	2,500	1,400	400	5,000	0	3,386	2,930		19,200	44,973
Total Field Support		7,000	0	0	0	0	2,500	1,100	400	2,000	0	1,000	0		5,412	7,000
<b>TOTAL PROGRAM</b>		<b>26,116</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>2,500</b>	<b>800</b>	<b>7,000</b>	<b>0</b>	<b>4,386</b>	<b>2,930</b>		<b>24,612</b>	<b>51,973</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	3,500
Democracy	2,930
HCD	0
PHN	15,300
Environment	4,386
Program ICASS	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	15,816
Dev. Assist ICASS	
Dev. Assist Total:	15,816
CSD Program	10,300
CSD ICASS	
CSD Total:	10,300

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)  
 Prepare one set of tables for each appropriation Account  
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 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: Tanzania  
 Approp: DFA  
 Scenario:

S.O. # , Title															
FY 2002 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2002
ID:62100101: Increased Use of Family Planning/Maternal and Child Health (FP/MCH) and HIV/AIDS Preventive Measures															
	Bilateral	7,200					2,200	1,400	300	3,300				9,000	17,476
	Field Spt	3,800					1,900	1,000	200	700				6,000	3,800
		11,000	0	0	0	0	4,100	2,400	500	4,000	0	0	0	15,000	21,276
ID:62100201: Foundation Established for the Adoption of Environmentally Sustainable Natural Resources Management Practices in Tanzania															
	Bilateral	3,000										3,000		2,300	9,228
	Field Spt	1,000										1,000		1,000	1,000
		4,000	0	0	0	0	0	0	0	0	0	4,000	0	3,300	10,228
ID:62100301: Civil Society and Government are more effective Partners in Governance															
	Bilateral	4,000											4,000	3,500	4,240
	Field Spt	0											0	0	0
		4,000	0	0	0	0	0	0	0	0	0	0	4,000	3,500	4,240
ID:62100401: Increased Micro and Small Enterprise Participation in the Economy															
	Bilateral	4,000	4,000											4,000	11,450
	Field Spt	0	0											0	0
		4,000	4,000	0	0	0	0	0	0	0	0	0	0	4,000	11,450
ID:62100501: Rural Roads Improved in a Sustainable Manner															
	Bilateral	3,000	2,000	1,000										2,000	2,979
	Field Spt	0	0	0										0	0
		3,000	2,000	1,000	0	0	0	0	0	0	0	0	0	2,000	2,979
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		21,200	6,000	1,000	0	0	2,200	1,400	300	3,300	0	3,000	4,000	20,800	45,373
Total Field Support		4,800	0	0	0	0	1,900	1,000	200	700	0	1,000	0	7,000	4,800
<b>TOTAL PROGRAM</b>		<b>26,000</b>	<b>6,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>4,100</b>	<b>2,400</b>	<b>500</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>	<b>27,800</b>	<b>50,173</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	7,000
Democracy	4,000
HCD	0
PHN	11,000
Environment	4,000
Program ICASS	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	19,100
Dev. Assist ICASS	
Dev. Assist Total:	19,100
CSD Program	6,900
CSD ICASS	
CSD Total:	6,900

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Workforce Tables

USAID/TANZANIA End of year On-Board  <b>FY 2000 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Pro- gram	Con- tract	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	2	1	1	1			5	9
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1	1			2	2
Other FSN/TCN								0	2	10	52	4	1		69	69
Subtotal	1	1	1	1	0	0	0	4	4	11	54	6	1	0	76	80
<b>Program Funded 1/</b>																
U.S. Citizens	1			1				2							0	2
FSNs/TCNs	3	3	2	3	1	1		13							0	13
Subtotal	4	3	2	4	1	1	0	15	0	0	0	0	0	0	0	15
Total Direct Workforce	5	4	3	5	1	1	0	19	4	11	54	6	1	0	76	95
TAACS	1							1							0	1
Fellows	1	1						2							0	2
IDIs	1							1							0	1
Subtotal	3	1	0	0	0	0	0	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	8	5	3	5	1	1	0	23	4	11	54	6	1	0	76	99

Workforce Tables

USAID/TANZANIA End of year On-Board									Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Pro- gram	Con- tract	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2										
<b>OE Funded: 1/</b>																	
U.S. Direct Hire	1	1	1	1				4	2	1	1	1				5	9
Other U.S. Citizens								0								0	0
FSN/TCN Direct Hire								0				1	1			2	2
Other FSN/TCN								0	2	10	52	4	1			69	69
Subtotal	1	1	1	1	0	0	0	4	4	11	54	6	1	0		76	80
<b>Program Funded 1/</b>																	
U.S. Citizens	1			1				2								0	2
FSNs/TCNs	3	3	2	3	1	1		13								0	13
Subtotal	4	3	2	4	1	1	0	15	0	0	0	0	0	0		0	15
Total Direct Workforce	5	4	3	5	1	1	0	19	4	11	54	6	1	0		76	95
TAACS	1							1								0	1
Fellows	1	1						2								0	2
IDIs	1							1								0	1
Subtotal	3	1	0	0	0	0	0	4	0	0	0	0	0	0		0	4
TOTAL WORKFORCE	8	5	3	5	1	1	0	23	4	11	54	6	1	0		76	99

Workforce Tables

USAID/TANZANIA End of year On-Board  <b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Pro- gram	Con- tract	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	2	1	1	1			5	9
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1	1			2	2
Other FSN/TCN								0	2	10	52	4	1		69	69
Subtotal	1	1	1	1	0	0	0	4	4	11	54	6	1	0	76	80
<b>Program Funded 1/</b>																
U.S. Citizens	1			1				2							0	2
FSNs/TCNs	3	3	2	3	1			12							0	12
Subtotal	4	3	2	4	1	0	0	14	0	0	0	0	0	0	0	14
Total Direct Workforce	5	4	3	5	1	0	0	18	4	11	54	6	1	0	76	94
TAACS	1							1							0	1
Fellows	1	1						2							0	2
IDIs	1							1							0	1
Subtotal	3	1	0	0	0	0	0	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	8	5	3	5	1	0	0	22	4	11	54	6	1	0	76	98



# USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: USAID/TANZANIA

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
<b>SMG - 01</b>	1	1	1	1
Program Management				
<b>Program Mgt - 02</b>	1	1	1	1
<b>Project Dvpm Officer - 94</b>	1	1	1	1
Support Management				
<b>EXO - 03</b>	1	1	1	1
<b>Controller - 04</b>	1	1	1	1
<b>Legal - 85</b>	0	0	0	0
<b>Commodity Mgt. - 92</b>	0	0	0	0
<b>Contract Mgt. - 93</b>		0	0	0
<b>Secretary - 05 &amp; 07</b>	0	0	0	0
Sector Management				
<b>Agriculture - 10 &amp; 14</b>	0	0	0	0
<b>Economics - 11</b>	0	0	0	0
<b>Democracy - 12</b>	1	1	1	1
<b>Food for Peace - 15</b>	0	0	0	0
<b>Private Enterprise - 21</b>	1	1	1	1
<b>Engineering - 25</b>	0	0	0	0
<b>Environment - 40 &amp; 75</b>	1	1	1	1
<b>Health/Pop. - 50</b>	2	2	2	2
<b>Education - 60</b>	0	0	0	0
<b>General Dvpm. - 12*</b>	0	0	0	0
<b>RUDO, UE-funded - 40</b>	0	0	0	0
<b>Total</b>	10	10	10	10

Includes  
IDI

**\*GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth.Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

**OPERATING EXPENSES**

<b>Org. Title: TANZANIA</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 621</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	50	0	50	54	0	54	60	0	60
	Subtotal OC 11.3	50	0	50	54	0	54	60	0	60
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	10	0	10	11	0	11	12	0	12
	Subtotal OC 11.5	10	0	10	11	0	11	12	0	12
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	150	0	150	175	0	175	200	0	200
11.8	FN PSC Salaries	0	805	805	0	925	925	0	1020	1020
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	150	805	955	175	925	1100	200	1020	1220
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	105	0	105	120	0	120	120	0	120
12.1	Cost of Living Allowances	7	0	7	0	0	0	0	0	0
12.1	Home Service Transfer Allowances	2	0	2	3	0	3	3	0	3
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	0	0	0	0	0	0	0	0	0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	20	0	20	22	0	22	25	0	25
12.1	Other FNDH Benefits	2	0	2	2	0	2	2	0	2
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	60	0	60	75	0	75	80	0	80
12.1	Other FN PSC Benefits	70	0	70	86	0	86	90	0	90
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	266	0	266	308	0	308	320	0	320

**OPERATING EXPENSES**

<b>Org. Title: TANZANIA</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 621</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	50	0	50	30	0	30	30	0	30
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	40	0	40	30	0	30	30	0	30
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	38.3	0	38.3	100	0	100	55	0	55
21.0	R & R Travel	30	0	30	42	0	42	82	0	82
21.0	Education Travel	15	0	15	4.9	0	4.9	4.9	0	4.9
21.0	Evacuation Travel	20	0	20	20	0	20	20	0	20
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	5	0	5	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	35	0	35	40	0	40	40	0	40
21.0	Conferences/Seminars/Meetings/Retreats	20	0	20	20	0	20	20	0	20
21.0	Assessment Travel	5	0	5	5	0	5	5	0	5
21.0	Impact Evaluation Travel	5	0	5	5	0	5	5	0	5
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	30	0	30	30	0	30	30	0	30
	Subtotal OC 21.0	293.3	0	293.3	326.9	0	326.9	321.9	0	321.9
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	50	0	50	40	0	40	60	0	60
22.0	Home Leave Freight	20	0	20	100	0	100	40	0	40
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	30	0	30	10	0	10	10	0	10

**OPERATING EXPENSES**

<b>Org. Title: TANZANIA</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 621</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.	10	0	10	10	0	10	10	0	10
	Subtotal OC 22.0	110	0	110	160	0	160	120	0	120
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	296	0	296	296	0	296	296	0	296
23.2	Rental Payments to Others - Warehouse Space	42	0	42	42	0	42	42	0	42
23.2	Rental Payments to Others - Residences	200	0	200	200	0	200	200	0	200
	Subtotal OC 23.2	538	0	538	538	0	538	538	0	538
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	60	0	60	60	0	60	60	0	60
23.3	Residential Utilities	140	0	140	140	0	140	140	0	140
23.3	Telephone Costs	70	0	70	70	0	70	70	0	70
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	5	0	5	5	0	5	5	0	5
23.3	Other Mail Service Costs	5	0	5	5	0	5	5	0	5
23.3	Courier Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 23.3	280	0	280	280	0	280	280	0	280
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	105	0	105	110	0	110	110	0	110
25.2	Residential Security Guard Services	125	0	125	315	0	315	330	0	330
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title: TANZANIA</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 621</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	5	0	5	5	0	5	5	0	5
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	19.6	0	19.6	10	0	10	10	0	10
25.2	Staff training contracts	10	0	10	5	0	5	6	0	6
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0
Subtotal OC 25.2		265.7	0	265.7	446.1	0	446.1	462.1	0	462.1
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	225	0	225	250	0	250	275	0	275
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0
Subtotal OC 25.3		225	0	225	250	0	250	275	0	275
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	5	0	5	0	0	0	0	0	0
25.4	Residential Building Maintenance	30	0	30	0	0	0	0	0	0
Subtotal OC 25.4		35	0	35	0	0	0	0	0	0
25.6	Medical Care	20	0	20	20	0	20	20	0	20
Subtotal OC 25.6		20	0	20	20	0	20	20	0	20
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	10	0	10	10	0	10	10	0	10
25.7	Storage Services	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	10	0	10	10	0	10	10	0	10
25.7	Vehicle Repair and Maintenance	10	0	10	10	0	10	10	0	10
25.7	Residential Furniture/Equip. Repair and Maintenance	0	0	0	0	0	0	0	0	0
Subtotal OC 25.7		30	0	30	30	0	30	30	0	30
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0

## OPERATING EXPENSES

Org. Title: TANZANIA		Overseas Mission Budgets								
Org. No: 621		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	70	0	70	70	0	70	70	0	70
	Subtotal OC 26.0	70	0	70	70	0	70	70	0	70
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0	0	0	0	0	0	40	0	40
31.0	Purchase of Office Furniture/Equip.	0	0	0	0	0	0	15	0	15
31.0	Purchase of Vehicles	0	0	0	0	0	0	50	0	50
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	30	0	30	30	0	30	40	0	40
31.0	ADP Software purchases	27	0	27	10	0	10	55	0	55
	Subtotal OC 31.0	57	0	57	40	0	40	200	0	200
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		2400	805	3205	2709	925	3634	2909	1020	3929
		0								

### Additional Mandatory Information

Dollars Used for Local Currency Purchases	795		825		850	
Exchange Rate Used in Computations	795	795	825	825	850	850

On that form, OE funded deposits must equal:

Organization: USAID/TANZANIA

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	80.0		80.0	97.0		97.0	105.0		105.0
Withdrawals	0.0		0.0	0.0		0.0	0.0		0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	624.4	2,208.3	1,349.3
Obligations	805.0	925.0	1,020.0
Deposits	2,388.9	66.0	40.0
Balance End of Year	2,208.3	1,349.3	369.3

**Exchange Rate**                      795.0              825.0              850.0

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      795.0              825.0              850.0

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/TANZANIA</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 621</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0	0	0	0	0	0	0	0	0
11.8	FN PSC Salaries	80	125	205	175	150	325	210	180	390
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	80	125	205	175	150	325	210	180	390
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	20	0	20	20	0	20	20	0	20
12.1	Cost of Living Allowances	0	0	0	0	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	5	0	5	0	0	0	0	0	0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	20	0	20	20	0	20	20	0	20
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	20	0	20	25	0	25	30	0	30
12.1	Other FN PSC Benefits	0	0	0	0	0	0	0	0	0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	65	0	65	65	0	65	70	0	70



**CONTROLLER OPERATIONS**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	20	0	20	20	0	20	20	0	20
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0	0	0	0	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	20	0	20	0	0	0
21.0	R & R Travel	0	0	0	0	0	0	16	0	16
21.0	Education Travel	0	0	0	0	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	5	0	5	5	0	5	5	0	5
21.0	Conferences/Seminars/Meetings/Retreats	3	0	3	3	0	3	3	0	3
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	5	0	5	5	0	5	5	0	5
	Subtotal OC 21.0	33	0	33	53	0	53	49	0	49
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0	0	0	0	0	0	0	0	0
22.0	Home Leave Freight	0	0	0	15	0	15	0	0	0
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0	0	0	0	0	0	0

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/TANZANIA</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 621</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0	0	0	0	0	0	0
	Subtotal OC 22.0	0	0	0	15	0	15	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	30	0	30	30	0	30	30	0	30
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Residences	0	0	0	0	0	0	0	0	0
	Subtotal OC 23.2	30	0	30	30	0	30	30	0	30
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	10	0	10	10	0	10	10	0	10
23.3	Residential Utilities	15	0	15	15	0	15	15	0	15
23.3	Telephone Costs	5	0	5	5	0	5	5	0	5
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0
23.3	Courier Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 23.3	30	0	30	30	0	30	30	0	30
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	5	0	5	5	0	5	5	0	5
25.2	Residential Security Guard Services	15	0	15	20	0	20	20	0	20
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	0	0	0	0	0	0	0	0	0
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0

**CONTROLLER OPERATIONS**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0	0	0	0	0	0	0	0	0
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	0	0	0	0	0	0	0	0	0
25.2	Staff training contracts	2	0	2	2	0	2	2	0	2
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0
Subtotal OC 25.2		22	0	22	27	0	27	27	0	27
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	20	0	20	20	0	20	20	0	20
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0
Subtotal OC 25.3		20	0	20	20	0	20	20	0	20
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0	0	0	0	0	0	0	0	0
25.4	Residential Building Maintenance	0	0	0	0	0	0	0	0	0
Subtotal OC 25.4		0	0	0	0	0	0	0	0	0
25.6	Medical Care	5	0		5	0		5	0	
Subtotal OC 25.6		5	0	5	5	0	5	5	0	5
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0	0	0	0	0	0	0	0	0
25.7	Storage Services	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	0	0	0	0	0	0	0	0	0
25.7	Vehicle Repair and Maintenance	0	0	0	0	0	0	0	0	0
25.7	Residential Furniture/Equip. Repair and Maintenance	0	0	0	0	0	0	0	0	0
Subtotal OC 25.7		0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0

## CONTROLLER OPERATIONS

Org. Title: Org. No: OC		USAID/TANZANIA 621		Overseas Mission Budgets								
				FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	10	0	10	10	0	10	10	0	10		
	Subtotal OC 26.0	10	0	10	10	0	10	10	0	10		
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
31.0	Purchase of Residential Furniture/Equip.	0	0	0	0	0	0	0	0	0		
31.0	Purchase of Office Furniture/Equip.	0	0	0	0	0	0	0	0	0		
31.0	Purchase of Vehicles	0	0	0	0	0	0	0	0	0		
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0		
31.0	ADP Hardware purchases	0	0	0	0	0	0	0	0	0		
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0		
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0		
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0		
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0		
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0		
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0		
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0		
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0		
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0		
TOTAL BUDGET		295	125	420	430	150	580	446	180	626		

### Additional Mandatory Information

Dollars Used for Local Currency Purchases	795		825		850	
Exchange Rate Used in Computations	795	795	825	825	850	850

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
 On that form, OE funded deposits must equal:
 

	20	25
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## CAPITAL INVESTMENT FUND

Org. Title: USAID/TANZANIA		Overseas Mission Budgets								
Org. No: 621		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0	0	0	0	0	0	0	0	0
11.8	FN PSC Salaries	0	0	0	0	0	0	0	0	0
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0	0	0	0	0	0	0	0	0
12.1	Cost of Living Allowances	0	0	0	0	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	0	0	0	0	0	0	0	0	0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	0	0	0	0	0	0	0	0	0
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	0	0	0	0	0	0	0	0	0
12.1	Other FN PSC Benefits	0	0	0	0	0	0	0	0	0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0

## CAPITAL INVESTMENT FUND

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	0	0	0	0	0	0	0	0	0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0	0	0	0	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	0	0	0	0	0	0
21.0	R & R Travel	0	0	0	0	0	0	0	0	0
21.0	Education Travel	0	0	0	0	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	0	0	0	0	0	0	0	0	0
21.0	Conferences/Seminars/Meetings/Retreats	0	0	0	0	0	0	0	0	0
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	0	0	0	0	0	0	0	0	0
Subtotal OC 21.0		0	0	0	0	0	0	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0	0	0	0	0	0	0	0	0
22.0	Home Leave Freight	0	0	0	0	0	0	0	0	0
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0	0	0	0	0	0	0

## CAPITAL INVESTMENT FUND

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0	0	0	0	0	0	0
	Subtotal OC 22.0	0	0	0	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Residences	0	0	0	0	0	0	0	0	0
	Subtotal OC 23.2	0	0	0	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0	0	0	0	0	0	0	0	0
23.3	Residential Utilities	0	0	0	0	0	0	0	0	0
23.3	Telephone Costs	0	0	0	0	0	0	0	0	0
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0
23.3	Courier Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 23.3	0	0	0	0	0	0	0	0	0
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0	0	0	0	0	0	0	0	0
25.2	Residential Security Guard Services	0	0	0	0	0	0	0	0	0
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	0	0	0	0	0	0	0	0	0
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0

## CAPITAL INVESTMENT FUND

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0	0	0	0	0	0	0	0	0
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	0	0	0	0	0	0	0	0	0
25.2	Staff training contracts	0	0	0	0	0	0	0	0	0
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0
Subtotal OC 25.2		0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	0	0	0	0	0	0	0	0	0
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0
Subtotal OC 25.3		0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0	0	0	0	0	0	0	0	0
25.4	Residential Building Maintenance	0	0	0	0	0	0	0	0	0
Subtotal OC 25.4		0	0	0	0	0	0	0	0	0
25.6	Medical Care	0	0		0	0		0	0	
Subtotal OC 25.6		0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0	0	0	0	0	0	0	0	0
25.7	Storage Services	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	0	0	0	0	0	0	0	0	0
25.7	Vehicle Repair and Maintenance	0	0	0	0	0	0	0	0	0
25.7	Residential Furniture/Equip. Repair and Maintenance	0	0	0	0	0	0	0	0	0
Subtotal OC 25.7		0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0



## CAPITAL INVESTMENT FUND

Org. Title: USAID/TANZANIA		Overseas Mission Budgets								
Org. No: 621		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	0	0	0	0	0	0	0	0	0
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0	0	0	0	0	0	0	0	0
31.0	Purchase of Office Furniture/Equip.	0	0	0	0	0	0	0	0	0
31.0	Purchase of Vehicles	0	0	0	0	0	0	0	0	0
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	0	0	0	0	0	0	0	0	0
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	130	0	130	80	0	80
	Subtotal OC 32.0	0	0	0	130	0	130	80	0	80
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		0	0	0	130	0	130	80	0	80

## Additional Mandatory Information

Dollars Used for Local Currency Purchases

\_\_\_\_\_

825850

Exchange Rate Used in Computations

\_\_\_\_\_

825825850850

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If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC		TANZANIA 621		Overseas Mission Budgets														
				FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Washington Funded USDH Salaries & Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.5	USDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.5	FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.8	USPSC Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.8	FN PSC Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	Educational Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Cost of Living Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Other Misc. USDH Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Other FNDH Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	Other FN PSC Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21.0	Training Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC		Overseas Mission Budgets														
TANZANIA 621		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	R & R Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Education Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Conferences/Seminars/Meetings/Retreats	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 21.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Home Leave Freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 22.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Residences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 23.2		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Residential Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Telephone Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Courier Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 23.3		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**ICASS REIMBURSEMENTS**

Org. Title: Org. No: OC		TANZANIA 621		Overseas Mission Budgets															
				FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request			
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
25.1	Advisory and assistance services			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.1	Studies, Analyses, & Evaluations			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.2	Office Security Guards			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Residential Security Guard Services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Official Residential Expenses			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Non-Federal Audits			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Vehicle Rental			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Staff training contracts			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	ADP related contracts			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.3	ICASS			225	0	225	250	0	250	250	0	250	275	0	275	275	0	275	275
25.3	All Other Services from Other Gov't. accounts					0			0			0			0			0	0
	Subtotal OC 25.3			225	0	225	250	0	250	250	0	250	275	0	275	275	0	275	275
25.4	Operation and maintenance of facilities			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.4	Office building Maintenance			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Residential Building Maintenance			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.4			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.7	ADP and telephone operation and maintenance costs			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Storage Services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Vehicle Repair and Maintenance			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Residential Furniture/Equip. Repair and Maintenance			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.7			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 26.0			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Equipment			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			

ICASS REIMBURSEMENTS

Org. Title:		Overseas Mission Budgets														
Org. No:		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Purchase of Residential Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Office Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 31.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 32.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 42.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		225	0	225	250	0	250	250	0	250	275	0	275	275	0	275

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

795

825

850

**Exchange Rate Used in Computations**

795

795

825

825

850

850

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If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

0

0

## Supplemental Information Annexes

### *Environmental Impact*

#### **Environmental Impact & Compliance Information**

##### **Component 1. Plan for new or amended IEE or EA actions for coming year.**

Planned Reg 216 actions are listed in FY 00 column in the Table on the next page. The SO4 IEE is will be sent out of the mission for Washington's approval by the end of March 2000. On other activities monitoring and reviews will continue as stipulated in respective IEEs

##### **Component 2. Compliance with previously approved IEEs or EAs.**

All current activities are in compliance with approved IEEs, as reflected in the FY 99, FY 00 and Comments columns below.
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## USAID/TANZANIA ENVIRONMENTAL REVIEW STATUS, PLANS AND SCHEDULE

	FY 99 and previous	FY 00	Comments
<b>SO1: Increased Use of Family Planning/Maternal Child Health and HIV/AIDS Preventive Measures</b>			
<ul style="list-style-type: none"> <li>Family Planning Support Services</li> <li>Tanzania Aids Project (TAP)</li> <li>A SOAG for other SO1 activities.</li> </ul>	-- 1991/2 Cat Ex- effective up to end of FPSS -- 3/15/93 Cat Ex - TAP IEE -- 8/10/98 TAP IEE amended to address issues of medical wastes. Remains effective until the end of TAP -- 5/20/99 SOAG - IEE Cat Ex, Neg Det, Cond.	Continue to monitor the IEE conditions on medical waste and disposal procedures, and for newly planned activities	FPSS ends Sep 2000, TAP ends Sep 2000, All SO1 activities will then be covered by the SOAG IEE.
<b>SO2: Foundations Established for Adoption of Environmentally Sustainable Natural Resources Practices</b>			
<ul style="list-style-type: none"> <li>PERM</li> <li>TU-SUA</li> <li>Global Bureau Field support activities</li> </ul>	-- 9/18/95 PERM IEE, Cat ex, Neg det, Cond, EMEMP -- 9/27/95 TU-SUA Deferral -- 6/18/99 SO-level IEE -Cat Ex, Neg Det, Pos Det, Cond. This IEE resolves the TU-SUA deferral and succeeds the PERM IEE.	-- Partners will continue to review their activities prior to implementation, using the screening process required by the umbrella IEE. -- Complete the ongoing Programmatic Environmental Assessment for roads in national parks.	-- No outstanding issues -- The SO2 umbrella IEE was developed to incorporate the SO2 framework revision. Anticipated approval of the revised framework by Washington is not expected to trigger any major revisions of this IEE
<b>SO3: Civil Society &amp; Government are More Effective Partners in Governance</b>			
-- Electoral Observation Support. -- Tanzania Democracy and Governance Initiatives (TDGI)	-- 8/24/95 Cat Ex -- 5/24/95 Cat Ex	Prepare new SOAG/SO-level IEE, following completion of the SOAG .	No outstanding issues
<b>SO4: Increased Micro and Small-Enterprise Participation in the Economy.</b>			
Financial Enterprises Development Private Sector program (PSP)	-- 8/24/95 Cat Ex -- 5/24/95 Cat Ex -- Project design for the PSP was started and is still ongoing.	-- FED will end Dec. 2000 -- PSP IEE is completed. Expected to submit for AID/W approval by end of March 2000.	PSP- IEE will cover all activities under SO4 except the rural roads that have a separate IEE.
<b>SO5: Rural Roads Improved in a Sustainable Manner.</b>			
Agricultural Transport	8/18/88 Cat Ex, Neg Det and EA.	Contractor shall continue reviewing	No outstanding issues

Assistance Program (ATAP)	8/10/98 New IEE, Cat Ex, Neg det, Conditions	monitoring conditions as required by the ATAP IEE.	
<b>SPO6: Special Objective- Suffering of Tanzania Bomb victims reduced and local disaster responsiveness enhanced</b>			
--A grant will be done with IF-Red Cross for training and commodity transfer. --Health and Human Services Will soon start work with GoT on funds transfers.	3/23/99 Cat ex, Neg det, Cond.	Continue to monitor conditions as required by the Sp.O6 IEE for design and construction assistance.	No outstanding issues



## ***Updated Framework Annex***

### **SO 1: Increased use of family planning/maternal and child health (FP/MCH) and HIV/AIDS preventive measures**

- IR 1.1 Policy and legal environment improved
  - IR 1.1.1 CSO advocacy increased
  - IR 1.1.2 GOT capacity to develop and implement policies strengthened
- IR 1.2 Availability of quality services increased
  - IR 1.2.1 Provision of information and services increased
  - IR 1.2.2 Practitioners' skills and knowledge increased
  - IR 1.2.3 Program management improved
- IR 1.3 Demand for specific quality services increased
  - IR 1.3.1 Customer knowledge of Reproductive and Child Health (RCH) improved
  - IR 1.3.2 Social support for RCH practices increased

### **SO 2: Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management Practices in Tanzania** (will change for FY2003 R4)

- IR 2.1 Policy framework for sustainable NRM established (will change for FY2003 R4)
  - IR 2.1.1 NRM-friendly policies and laws enacted
  - IR 2.1.2 Enabling conditions set in place
  - IR 2.1.3 Improved coordination among partners
  - IR 2.1.4 Secure resource tenure established
- IR 2.2 Institutional and technical capacity for analysis built (will change for FY2003 R4)
  - IR 2.2.1 Results of testing lab synthesized and disseminated
- IR 2.3 Appropriate NRM approaches and technologies identified, field tested and implemented in pilot areas (will change for FY2003 R4)
  - IR 2.3.1 Technologies and hypothesis tested in pilot areas

### **SO 3: Civil Society and Government are more effective partners in governance**

- IR 3.1 Targeted CSOs effectively represent public interests to Government on selected issues
  - IR 3.1.1 Targeted CSO's capacity to more effectively represent public interests strengthened
  - IR 3.1.2 Consultative mechanisms promote public dialogue on selected issues
  - IR 3.1.3 More effective CSO resolution of conflict
- IR 3.2 Targeted Government institutions are more responsive to public concerns on selected issues

- IR 3.2.1. Capacity of selected Government units to apply customer/constituent service principles strengthened
- IR 3.2.2 Consultative mechanisms promote public dialogue on selected issues
- IR 3.2.3 More effective resolution of disputes by targeted government units
- IR 3.3 The enabling environment supports CSO-Government partnership in governance

#### **SO 4: Increased Micro and Small Enterprise Participation in the Economy**

- IR 4.1 Provision of Sustainable Financing to Micro and Small Enterprises (will change for FY2003 R4)
- IR 4.2 Legal and Regulatory reforms support new and existing businesses (will change for FY2003 R4)
- IR 4.3 Enhanced micro and small business management (will change for FY2003 R4)
- IR 4.4 Strengthened Business Association (will change for FY2003 R4)

#### **SO 5 Rural Roads Improved in a Sustainable Manner**

- IR 5.1 Roads rehabilitation and maintenance decentralized to district levels
- IR 5.2 Private contractors maintain/rehabilitate rural roads
- IR 5.3 Roads Fund used for rural roads
- IR 5.4 Increased community involvement in road maintenance

#### **SPO 1: Suffering of Tanzania Bomb Victims Reduced and Local Disaster Response Capacity Enhanced**

- IR 1 Psycho-social, economic and health impact of bomb blast reduced
- IR 2 Preparedness for future disaster enhanced

## ***Greater Horn of Africa Initiative***

In addition, USAID/T endorses and tracks several GHAI regional activities that impact on Tanzania. These include the Arusha-based Burundi Peace Talks, cross-border trade studies, regional commodity information systems, the East African Transport Initiative, and PADIS (GHAI SPO3). Other relevant regional activities are FEWS, and the Leland Initiative.

**Regional Natural Resources Management:** USAID/T SO2 converges with the GHAI objective of “improved collaboration in management of trans-national resources” (IR 1.6). The expanded SO Team, including the GOT and USG agencies, U.S. and Tanzanian universities, international and local NGOs monitors both domestic and regional impact. Improved management in Tarangire and Lake Manyara will affect bio-diversity in the greater Serengeti ecosystem, which extends into Kenya. Similarly, improvements at Ugalla Game Reserve -- which is part of a migratory corridor -- will impact on wildlife in Burundi. Community-based conservation groups are sharing lessons with other programs in the region. AWF/Kenya is using USAID/T SO2 lessons in participation in their program design. Links between Tanzanian and Kenyan NGOs are being strengthened. Tanzania has taken the lead in east and southern Africa in Coastal Resource Management policy development, which will impact on fish migration from Somalia down to South Africa. .

**Democracy/Governance and Conflict Mitigation:** USAID/T’s SO3 Teams collaborated with GHAI to undertake a Conflict Flashpoints Study of Tanzania. The major findings of the study were that: 1) Tanzania has taken effective steps to cultivate stability; 2) corruption in and of itself does not exacerbate ethnic conflict since no single ethnic group profits more or less than others; 3) underlying Christian-Muslim animosities represent the greatest source of potential conflict.

The study highlighted five areas that the Tanzanian political leadership could address to lessen tensions. These are 1) land conflicts and property rights; 2) local governance; 3) social marginalization; 4) social cleavages; and 5) relations between the mainland and Zanzibar. There is strong convergence between study recommendations and the SO3 strategy on the need to strengthen civil society organizations and encourage dialogue between the GOT and civil society. The study noted that not only would this promote good governance but would it also help reduce tension between the public and non-governmental sectors.

USAID/T ACTIVITIES	GHAI IRs
<u>SO 1: Health</u> --Local radio show to improve child survival (CS) practice --CS training in GOT and NGO programs --Community-based training including CS practices -- Support for regional CS network	<u>IR 1.5:</u> Improved nutrition and child survival interventions
<u>SO 2: Environment</u> --Improved natural resources management (NRM) impacting on bio-diversity in Kenya and Burundi --NRM CBOs have links to those in Kenya --Leader of regional coastal resources management policy development group --USAID program used as model in Kenya	<u>IR 1.6:</u> Improved collaboration in management of trans-national resources
<u>SO 3: Democracy and Governance</u> --Support to local media and CSOs to broaden public dialogue on potentially disruptive issues --Regional workshop held on Alternative Dispute Resolution --Advocacy for prohibition of female genital cutting in regions	<u>IR 2.1:</u> Response to conflict strengthened  <u>IR 2.2:</u> Effective regional mechanisms supported
<u>SO 4: Private Sector</u> --Support to business associations to improve links with regional trading partners --Local for-profit center established to promote regional investment --Roadmap activity promotes government-private sector dialogue	<u>IR 1.2:</u> Reduction in barriers to regional trade  <u>IR 1.4:</u> Private sector involved in regional food security
<u>SO 5: Roads</u> --Cross-border trade enhanced through improved road links --Support for regional transport reform	<u>IR 1.3:</u> Food needs met through enhanced regional capacities

## Supplemental Annex – Special Objective 1

Country/Organization:

Objective ID: 621-006-01

Objective Name: Special Objective 1: Suffering of Tanzania Bomb Victims Reduced and Local Disaster Responsiveness Enhanced

Self Assessment: On Track

Self Assessment Narrative: The immediate and medium-term needs of bomb victims were provided within the first year after the bombing and a plan for the longer-term enhancement of disaster responsiveness was completed.

Primary Link to Strategic Agency Framework: 1.1 Private Markets  
(please select only one) 6.1 Impact of Crises Reduced

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |  |  |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets                               | <input type="checkbox"/> 1.2 Ag Development/Food Security                    |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor                 | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                        |
| <input type="checkbox"/> 2.2 Credible Political Processes                  | <input type="checkbox"/> 2.3 Politically Active Civil Society                |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions                | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education                   |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development             | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition                 | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced                   |
| <input type="checkbox"/> 4.4 HIV/AIDS                                      | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                     |
| <input type="checkbox"/> 5.1 Global Climate Change                         | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution            | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management                   | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced             |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed        | <input type="checkbox"/> 7.2 Program Effectiveness Improved                  |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured        | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Humanitarian Assistance

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

On August 7, 1998, almost simultaneous terrorist bomb attacks occurred at the U.S. Embassies in Dar es Salaam, Tanzania and Nairobi, Kenya. The U.S. Congress determined that humanitarian assistance would be provided on an emergency basis to innocent bomb victims and passed a supplemental appropriation bill providing for \$9,231,000 of ESF assistance to Tanzania. The Special Objective was quickly designed with two intermediate results: (1) pscho-social, economic and health impact of bomb blast reduced; and (2) preparedness for future disasters enhanced. The first intermediate result has two components: (a) direct assistance to bomb victims; and (b) infrastructure rehabilitation. The Special Objective directly supports the Mission Performance Plan (MPP) to "prevent or minimize the human costs of conflict and natural disasters in Tanzania."

Key Results:

The immediate and medium-term needs of bomb victims were provided within the first year after the bombing. Through a grant with Plan International, a U.S. registered international PVO operating in Tanzania, 64 individuals and one small business received approximately \$184,000 in humanitarian support, reimbursement of medical fees and on-going support for medical consultations and treatment. The assistance includes payment of hospital bills and school fees, purchase of medicines, school uniforms, books, clothing, etc., purchase of household items such as cooking pots, bicycles, electrical appliances and vehicles, and payment of funeral expenses. Based on an assessment by a Government of Tanzania Ministry of Works team and independent verification by a USAID architectural consultant, USAID made direct contributions totalling just over \$208,000 to 12 private householders for up to 100% of the cost of repairs to their properties and to 13 parastatals for up to 50% of their costs.

Performance and Prospects:

USAID, Plan International and the architectural consultant worked painstakingly over the past year to assess damage and injury, track down next of kin and property owners, and provide needed assistance. These efforts were complicated by the fact that two families of victims who died in the bombing and at least one property owner reside in other countries. Full assistance packages for the immediate needs of the families located in Kenya and Somalia and for a recently identified property owner are in process.

Activities to implement the remainder of planned assistance to victims will be initiated over the next few months. Plan International is preparing a proposal for final USAID support for 28 victims with permanent disabilities or requiring ongoing treatment for minor medical complications. Plan and USAID are in discussions with a local branch of a U.S. bank to establish a Trust Fund for the long-term educational expenses of children of the 12 people who died in the bombing. An architect-engineering firm is under contract to assist USAID with the management of construction contracts for buildings to replace the four that were totally destroyed in the bombing.

In conjunction with Government of Tanzania partners and a team from the Department of Health and Human Services, USAID recently developed a program to upgrade the capacity of

Tanzanian institutions to respond to future disasters. To implement this program, efforts are underway to enter into a cooperative agreement with an international PVO to provide equipment, technical assistance and training to the Ministry of Health, the Prime Minister's Office and the Tanzania Red Cross, and to transfer funding to the Department of Health and Human Services (DHHS) to improve medical preparedness. Coordination with DHHS and the unusual nature of this activity has led to design, contracting and implementation delays.

Possible Adjustments to Plans:

Not anticipated.

Other Donor Programs:

The Government of Tanzania, Canada, Saudi Arabia, Egypt, Japan, Algeria, Nigeria and the African Medical and Research Foundation all provided funding and supplies worth approximately \$1.7 million to hospitals and for bombing victims. The Department of Defense, USAID/OFDA and the United Nations Development Program have provided limited disaster preparedness training and technical assistance.

Major Contractors and Grantees:

USAID awarded a grant to Plan International to provide immediate and medium-term assistance to individual victims. This grant is expected to be completed in May 2000. USAID is also working through a Participating Agency Services Agreement with the Army Corps of Engineers to manage the rebuilding of properties that were completely destroyed. Negotiations are underway to finalize a program with the Department of Health and Human Services.

### Performance Data Table

Objective Name: Table 1, Special Objective 1: Suffering of Tanzania Bomb victims reduced and local disaster responsiveness enhanced			
Objective ID: 6201-006-01			
Approved:		Country/Organization: USAID/Tanzania	
Result Name: SO: Suffering of Tanzania Bomb victims reduced and local diaster responiveness enhanced			
Indicator: Percent of bomb victims with emergency needs met			
Unit of Measure: Percent	Year	Planned	Actual
Source: Implementing organization	1998	50%	50%
Indicator/Description: Percent of identified bomb victims who have had emergency needs met	(baseline)		
	1999	90%	
	2000	100%	
Comments:			



**Performance Data Table**

Objective Name: Table 2, Special Objective 1: Suffering of Tanzania bomb vicitms reduced and local disaster responsiveness enhanced			
Objective ID: 621-006-01			
Approved:		Country/Organization: USAID/Tanzania	
Result Name: Suffering of Tanzania bomb vicitms reduced and local disaster responsiveness enhanced			
Indicator: Percent of medical and nursing students at national university receiving emergency medical training as part of their curriculum.			
Unit of Measure: Percent	Year	Planned	Actual
Source: Implementing Partner	1998	0	0
Indicator/Description: Percent of medical and nursing students at national university receiving emergency medical training as part of their curriculum.	(baseline)		
	1999	0	0
	2000	0	0
	2001	30%	
Comments:	2002	60%	

**Performance Data Table**

Objective Name: Table 3: Special Objective 1: Suffering of Tanzania bomb victims reduced and local disaster responsiveness enhanced			
Objective ID: 621-006-01			
Approved:		Country/Organization: USAID/Tanzania	
Result Name: Suffering of Tanzania bomb victims reduced and local disaster responsiveness enhanced			
Indicator: Number of disaster management courses available from Tanzanian organizations			
Unit of Measure: number of courses	Year	Planned	Actual
Source: Implementing organizations	1998	0	0
Indicator/Description: Number of disaster management courses available from Tanzanian organizations	(baseline)		
	1999	0	1
	2000	0	
Comments:	2001	2	
	2002	4	